

Selling Electric Ranges on a Merchandising Basis—Borrowing from the Bank to Swing the Bigger Factory-Lighting Jobs—How the Small Order Robs the Buyer—and 117 Other Articles and Ideas to Help You Sell

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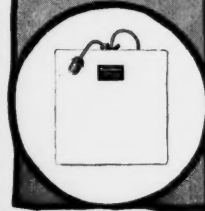
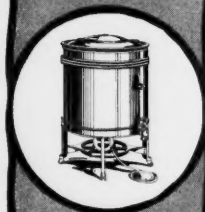
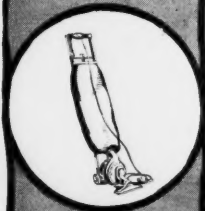
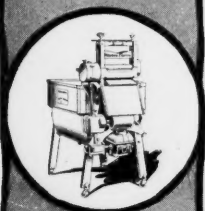
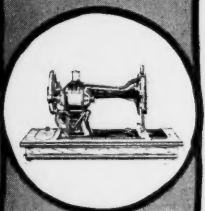
The Monthly Magazine of the Electrical Trade

July, 1917

McGraw-Hill Publishing Company, Inc.

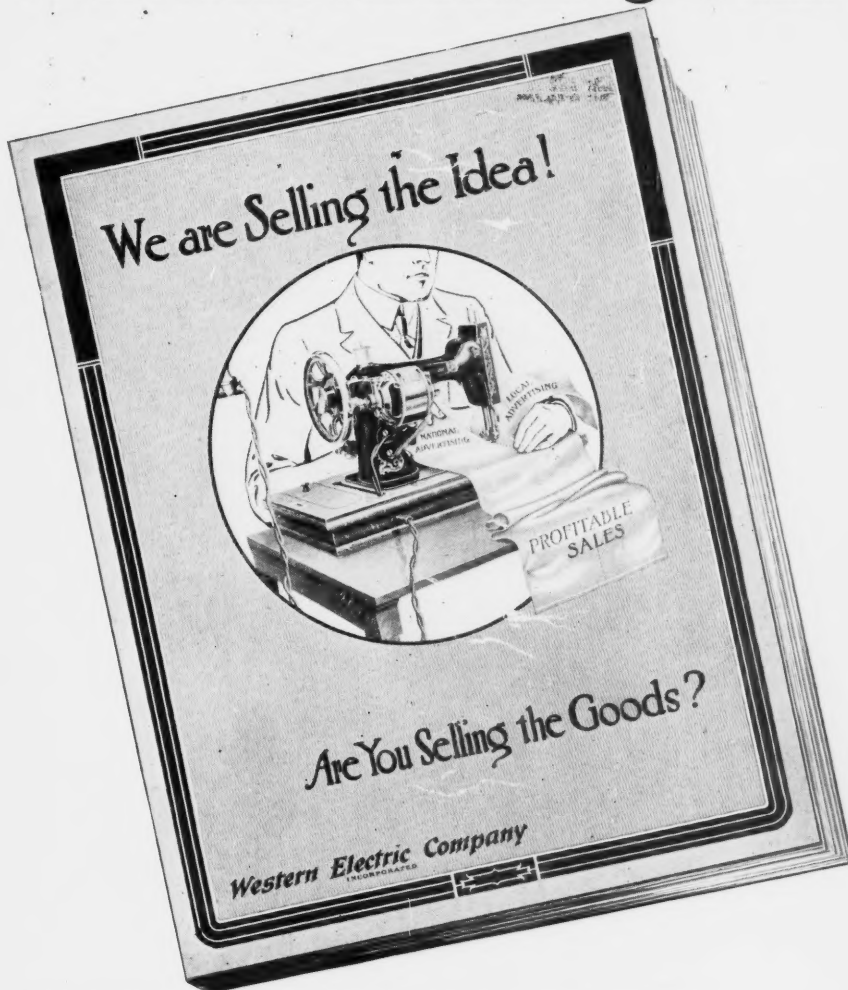
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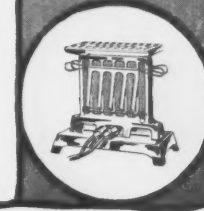
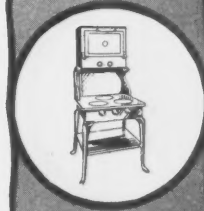
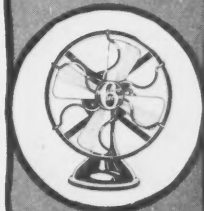
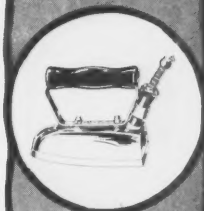


JUST OFF THE PRESS—FOR YOU

An Electrical Merchandising Manual



Western Electric
QUALITY PRODUCTS



It shows pictorially the extent of our advertising in the popular magazines.

It fully describes the various Western Electric Quality Products.

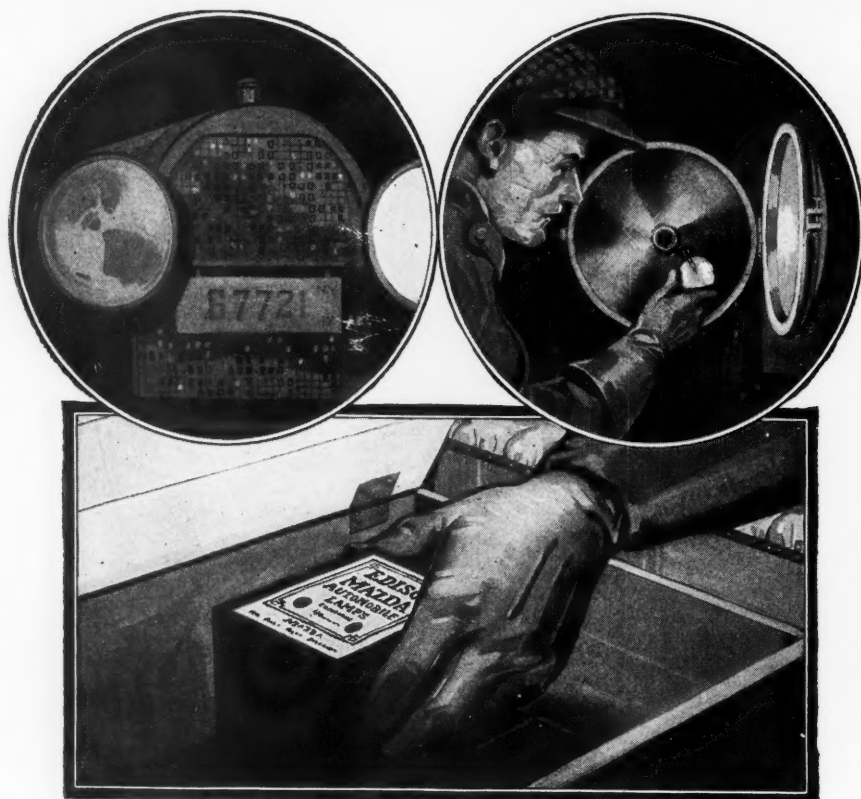
It catalogs the free sales helps available for our merchant-customers in identifying their stores as places where these nationally advertised electrical goods may be purchased.

Write for it.

Western Electric Company

INCORPORATED

Offices in all principal cities



A Reserve Lamp for Each Socket Means a Profit Reserve for You

BIGGER sales and bigger profits for you will result from our advertising to automobile owners. This advertising is talking the safety afforded when driving at night by carrying a set of reserve lamps in the Edison MAZDA Chest designed for this purpose.

The fact that this chest holds six lamps—one for every socket on the car—and that you supply it filled from your Edison MAZDA Assortment Case is strongly featured.

This advertising will result in bigger individual lamp sales to customers. Instead of buying one lamp at a time, the customer purchases five or six. That means lower selling cost for you and bigger lamp profits.

Get your share of the benefits of this advertising. Display prominently the Edison MAZDA Auto Lamp Assortment Case, Auto Lamp Chest and the other trade-winning material we supply. Let every customer know you are headquarters for Edison MAZDA Automobile Lamps.

EDISON LAMP WORKS OF GENERAL ELECTRIC COMPANY, **HARRISON, N. J.**

7303



EDISON MAZDA Automobile Lamps



Electrical Merchandising

The Monthly Magazine of the Electrical Trade

F. M. FEIKER, Editorial Director

O. H. CALDWELL, Editor

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ON THE WIRE WITH THE EDITORS



Applying the Other Man's Methods

A CERTAIN electrical dealer of our acquaintance never makes a personal purchase without consciously studying the methods of the merchant's clerk who serves him. Thus he noticed that when he bought a 10-cent cigar the tobacconist frequently said, "These are three for a quarter; better take two more and save a nickel."

He tried the plan and found that it worked quite as well in the electrical business as in the cigar business. The man who asked for four fuse plugs was induced to buy six; the woman who asked for three lamps was induced to take a full carton.

Our First Birthday

THIS is the thirteenth issue of ELECTRICAL MERCHANDISING in its present form, and with this number the paper enters upon its second year.

The twelve months since the first issue appeared, in July, 1916, have been busy, interesting ones in this office. And we have seen results accomplished on a scale we hardly dared expect when heart and hand were first set at the task.

Never did a publication receive a more appreciative acceptance from its field than has rewarded our humble efforts in ELECTRICAL MERCHANDISING. The number of our subscribers, for example, has in one short year multiplied more than fivefold.

And never in our experience as publishers have readers responded with such a spirit to the call of a new editorial idea as to this one of "a magazine for the electrical man who sells."

And, looking ahead, it is the conviction of every man-

Jack of the crew behind these printed pages that never did a paper have a purpose more inspiring and more inspiring than that of spreading the gospel of good merchandising and better individual business methods in the industry—as set forth more adequately where space affords, on the fourth and fifth pages preceding (pages 14 and 15 in the advertising section) of this issue.

If merchandising has heretofore been "a side issue," we are here to say emphatically that *that time is past!*

Reader Swanson Sends "Merchandising" to His Competitors Also

A. L. SWANSON of Evansville, Ind., has found a new way to use ELECTRICAL MERCHANDISING, besides reading it himself. He asks us to send it to his suspicious competitors, especially marking articles on the advantages of co-operation. He believes also that the other ideas in MERCHANDISING help to educate them to be better merchants and so make his competition cleaner.

He reasons that if he were to invite his competitors to get together on a sales campaign they would say, "What is Swanson playing us for?" But if the other fellows can first read in ELECTRICAL MERCHANDISING how a co-operative sales campaign has succeeded elsewhere, the chances are they will be friendly to the idea when he offers it. In fact, he has tried it and it works that way!

Now we like to boost co-operative effort. If you have competitors with whom you would like to co-operate but who suspect you and who need education, tell us. We will help you point out to them "the better way" by sending any issue of ELECTRICAL MERCHANDISING you name, especially marking any article you suggest.

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CHICAGO, 1570 Old Colony Building

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PHILADELPHIA, Real Estate Trust Building

SAN FRANCISCO, Rialto Building

LONDON, ENG., 10 Norfolk Street, Strand

Copyright, 1917, by McGraw-Hill Publishing Co., Inc., Issued on the Fifteenth of Each Month. Entered at New York Post-Office as Second Class matter. Subscription Rates in United States, Mexico, Cuba, Porto Rico, Hawaii and Philippines, \$2.00 per year. Canada, \$2.50.

Elsewhere, \$3.00. Single copy, 20c. When change of address is required both old and new addresses must be given. Notice must be received by the fifth of the month before the change takes place. Of This Number, 12,000 Copies Are Issued.

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UNSOUND SELLING POLICIES THAT ARE RETARDING RANGE SALES

The Opportunity for Merchandising
Electric Ranges on a Business Basis
in Hundreds of Communities To-day

THE man who said that "Experience is the best teacher" was not acquainted with the electrical industry. For we in the electrical industry—at least those of us in the merchandising end of the industry—seem to make the same old mistakes on every proposition we tackle.

The range situation is a case in point. Here was a brand new proposition—at least a new merchandising proposition. We had the opportunity to sit down calmly and, in the light of our past experience, establish a policy and evolve a plan whereby the electric range would be "put on the map" in a clean-cut, businesslike, American-man fashion.

Did we do it?

We did not.

When electric flatirons were first introduced, the industry decided that they were too high priced. The public did not say this—it was the electrical man. And having said it, he believed it and acted upon it, so that electric flats were sold at cost.

When the electric vehicle was getting started, the industry decided that they were not sturdy, had not

Lessons from Past Experience with Other Devices, which Show that the Central Station, While Taking Leadership in Introducing Electric Cooking, Should Not Establish Policies which Prevent the Electrical Trade from Doing Its Share Toward Increasing Total Electric-Range Sales.

By FRANK B. RAE, Jr.

sufficient mileage radius, and were too high priced. The public did not say this—it was the electrical man. And having said it, he believed it and acted upon it, so that to-day you will find twice as many horse trucks in central station service as there are electric trucks, and 50 per cent more horse delivery wagons than electric deliveries, and you will even find more horse-and-buggy equipments used by solicitors and central station officers than there are electric runabouts.

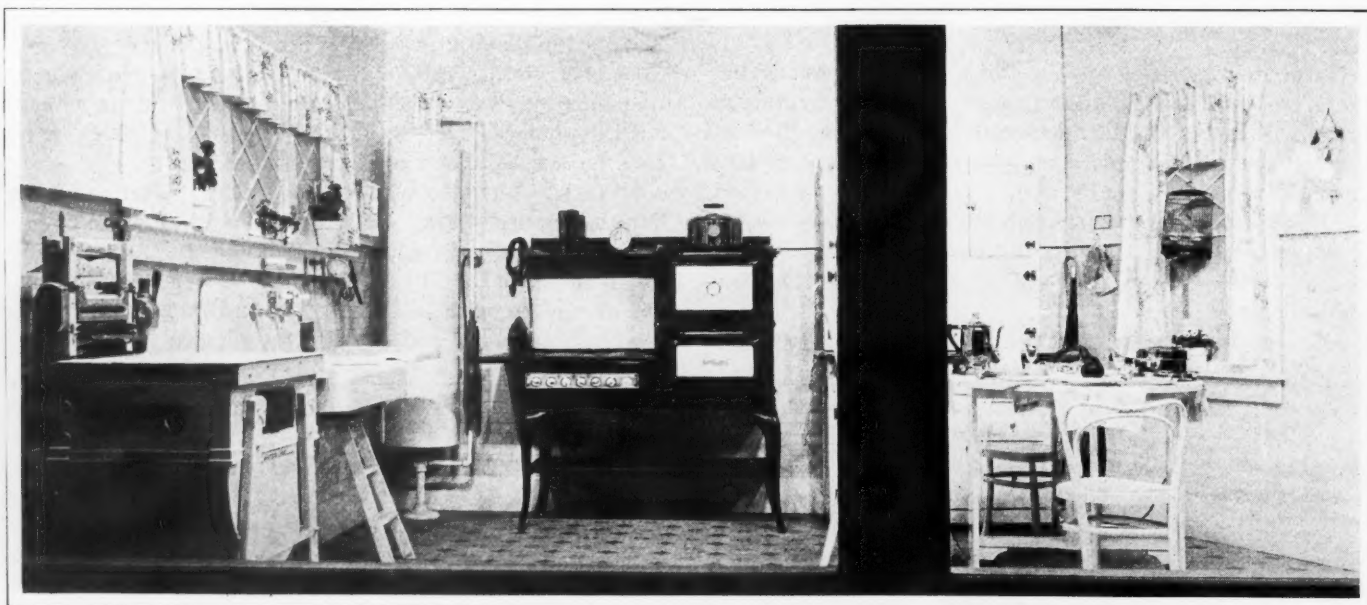
One might continue at considerable

length with examples of this sort wherein the electrical men have decided against their own propositions, but these two cases will make the point clear that the electrical industry has less confidence in its own offerings than has the public. And because it lacks confidence it fearfully adopts policies and methods of marketing its products which are contrary to good merchandising ethics and which fly in the face of all merchandising experience.

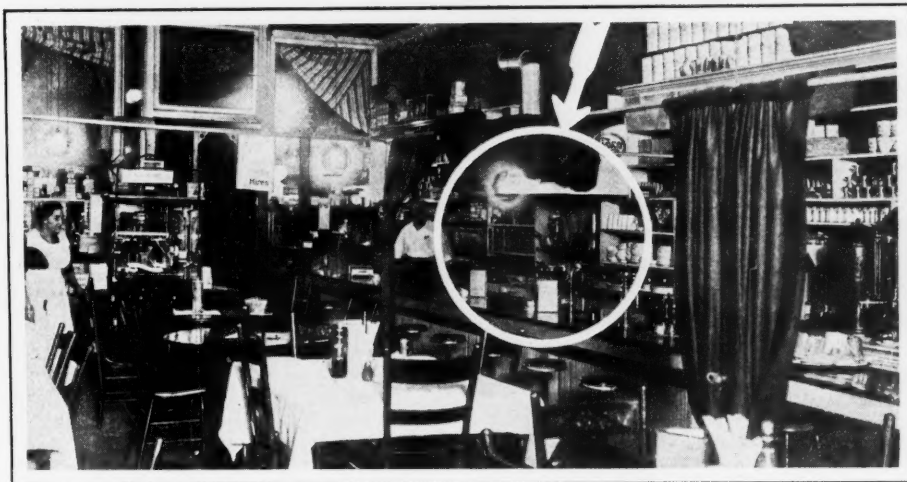
SOME RANGE-SELLING POLICIES OF TO-DAY

According to the last N. E. L. A. Commercial Section reports on the electric range, the following are, briefly, the policies which obtain or are recommended:

- (a) Selling below list price.
- (b) Giving bonuses in the form of free connections.
- (c) Urging the manufacturers to reduce prices.
- (d) Demanding from manufacturers a form of "co-operation" which amounts in practice to making the manufacturer do the retail selling.



An "ideal electric kitchen" window display—washer, water heater, flatiron and range. The public stands ready to pay a reasonable price for such equipment. The public no more expects a bonus or a cut price on this outfit than it would expect trading stamps with a Packard car, or a discount on postage stamps



We hear a great deal about the electric cooking equipment in New York's million-dollar hotels, but there are thousands of little restaurants like Bernie Merzhon's in Glenwood, Iowa, where electric ranges can be installed at a profit. Note Mr. Merzhon's complete array of electric cooking paraphernalia

(e) Refusing to carry stock and depending upon samples to establish the business.

(f) Restricting the business to a single make of apparatus.

Each of these policies has been adopted and abandoned many times before—in the case of the flatiron, in the case of the suction sweeper, in the case of the electric sign, in the case of certain standardized lighting equipment, and to a modified degree in the case of the vehicle.

We have many times before tried to do a merchandising business upon these fundamentally and economically unsound principles and we have failed in the attempt, yet we are again trying to put them into practice in the case of the electric range.

Take the matter of price: Most central stations sell ranges at cost or give a bonus in the shape of free wiring. This, they say, is necessary to get the ranges introduced. "Cost has been a marked obstacle to their more general introduction," it is officially stated in one committee report of the National Electric Light Association Commercial Section (Report C 18, page 4). We would, perhaps, be awed by this dictum of so high an authority if we did not find in the report of another committee of the same august body that, "the price of ranges is not a difficulty" and that "price does not seem to 'cut any ice.'"^{*}

Just whom are we to believe?—the committee report which seeks to de-

fend an uneconomic policy or the committee report which slangfully states that the cut-price apologia is twaddle? It would seem that we should at least give the fair-price policy a chance. We have proved that price as an argument in the sale of a meritorious article is at best no argument at all, and we have proved also that price-cutting disorganizes the trade, creates bad feeling and makes active antagonists of the dealers and contractors who must, in some future time, become the merchandising contact point with the public.

"It has been realized," says Report C 22, "that something must be done

to encourage the dealers and contractors." It is to be doubted whether that realization is yet very general or very profound, but here are a few facts which bear on the subject: In one Middle West state are fifty-four central stations which have a day load and sell appliances, which therefore may be expected to sell ranges.

In the same state there are twenty-one central stations which have day load, but which do not sell appliances. Here, then, are twenty-one out of seventy-five cases where the central station either must get into the appliance business in order to establish a range load, or the work must be done by or in co-operation with the electrical trade. Similar figures obtain in several Western and Southern states, in one of which there are twenty-seven companies having day service and selling supplies, against thirteen where the contractors will have to sell the ranges; another state where it is "up to" the central stations in nine towns and the contractors in seven.

The assumption that dealers and contractors are less keen to their opportunities than the central stations seems hardly tenable to the writer. For example, we find that, in the communities reported by the Society for Electrical Development as having a cooking rate, almost 2000 dealers, contractors and jobbers are subscribers to *ELECTRICAL MERCHANDISING* and *Electrical World*. We hold that



These women are being sold the "idea" of electric cooking. It will not require price cutting and bonuses to secure their orders for electric ranges after they have learned what it means to "cook by wire"

^{*}A curious sidelight is given to the divergent views above expressed by the fact that seven gentlemen served on both committees and seemingly concurred in both views.

the readers of these publications are hardly to be classed as unprogressive business men or "screwdriver electricians."

It is not claimed that the central stations should not assume the leadership in introducing ranges, but that they should not establish policies which prevent the electrical trade from co-operating. For when seemingly one-third of the communities of America are served by central stations which do no merchandising business, a policy which deliberately wipes the range market out of these communities or which necessitates the central station going into merchandising is an economic crime.

The other standardized mistakes which are being made in the range

business are already listed, and their unsoundness could be argued at length if space and patience permitted.

The truth, in sixteen words, is this: we are hobbling ourselves by fear-born policies which run contrary to every principle of sound business.

We are not holding a brief for the dealers and contractors. We have no partisan interest as among the several classes of the electrical trade. We believe simply that no business can be established and placed upon a sound basis by means or methods which are intrinsically and obviously unsound. And we point out that in all the past occasions where these unsound methods were used, the mistake

was bitterly regretted and the policy changed.

No man in business has a right to follow a practice which injures another. Central station range policies to-day are in general in that class. Either the policies must be abandoned or, sooner or later, the central stations will be compelled to withdraw from merchandising activities and restrict themselves to the business for which they are chartered. That is the harsh alternative.

But on the other hand, the unsound policies are unnecessary. They do no good. They do much harm. Common sense should dictate that they be abandoned before the industry is convicted of not knowing the first principles of business.

The Electrical Contractor and the Consulting Engineer

How the Employment of a Competent Engineer Frees the Contractor from Much Responsibility and Facilitates Adjustment of Charges—Practical Short-Cuts That Benefit Owner, Engineer and Contractor—Abuses That Are Likely to Arise When the Architect, to Save an Engineer's Fee, Asks the Contractor to Lay Out Work

By F. W. LORD

President Lord Electric Company, New York City

IN any important piece of construction work it is the duty of the consulting engineer to act as a clearing house for technical information—to select one of many possible solutions of the problem and see that it is carried out; and to study and co-ordinate methods and materials with a view to determining their field of usefulness and applicability. The proper field of the engineer is not alone in designing apparatus, but rather also in determining the conditions under which it should operate and then receiving and selecting from among the suggested schemes offered by manufacturers and contractors, the method that is economically and functionally the best.

The relationship between the engineer and the contractor should never be unfriendly, for each is dependent upon the other. Some contractors think they might dispense with the engineer, but all engineers require the services of the contractor. The most reputable contractors always welcome the employment of a consulting engineer, as he relieves them of much responsibility and prevents disputes with the owner over ques-

tions of charges. Of course, the shiftless, incompetent or dishonest contractor is averse to having an expert supervise his work and audit his accounts. But especially in cases where the original work has been altered or enlarged, the engineer, on account of his personal disinterestedness, is the one who is best fitted to convince the owner that the changes made have been necessary and the charges reasonable.

THIS ARTICLE is the second of a series on "The Ethics of Electrical Contracting," by Mr. Lord, who for the past twenty-two years has been engaged in the business of which he writes, and is at the head of a great metropolitan firm handling some of the most important electrical construction work in the country.

In the first article, which appeared in the June issue of "Electrical Merchandising," Mr. Lord discussed the idea of the contractor's competing on a basis of quality, reputation and service, rather than of price and showed how performance of work can be put ahead of mere sharp figuring.

No fair-minded engineer stands in the way of a contractor's saving what he can in the cost of the work, provided the same or better results are accomplished. Such practical short-cuts are part of the contractor's stock in trade, and the wise engineer should encourage such savings. By so doing, the engineer himself in the long run acquires many valuable ideas, thus increasing his efficiency and so benefiting the owner. If the contractor be allowed no leeway whatever with the specifications solely because the change would be at variance with them, an attitude of unfriendliness is apt to be engendered, resulting in friction, and often in positive loss to the owner.

A spirit of friendly co-operation between the engineer and the contractor should always be welcomed and encouraged. Any experienced engineer can recall instances in which serious mistakes would have been committed had not the contractor called his attention to them.

Some engineers object to a contractor's making substitutions in the specifications on the ground that it would be unfair to the other bidders.

This is an untenable objection because any other bidder if awarded the contract would not hesitate to make a similar substitution if the idea occurred to him. The substitutions should be made after, rather than before the contract is let, otherwise an intelligent comparison of the bids is difficult, if not impossible.

It is always difficult to know just where to draw the line in business ethics. One obvious distinction between right and wrong is the difference between what is fair to all concerned and what is one-sided. One of the most common unsound practices is to have a contractor draw up competitive plans and specifications. Such work is essentially the function of the architect or the engineer.

Whether or not a consulting engineer be engaged is largely a question to be decided between the architect and his client. Some architects with large office organizations employ their own specialists competent to write the engineering specifications; but, as a rule, it cannot be expected that an architect shall also be an engineer with knowledge adequate to the proper consideration of the many highly technical problems that arise in heating, ventilating, electric work, etc.

Some owners, especially those building for the first time, assume that the architect should know everything, and if a consulting engineer be suggested the client is apt to feel that the engineer's commission should come out of that paid to the architect. This is not fair, and if the architect puts the case candidly as above outlined, the client will not object, unless he is short-sighted and unreasonable. It should be an easy matter to demonstrate that the superior training and experience of the engineer entitles him to his fee, even though it be considered merely in the nature of a premium paid to guard against errors and inefficiencies.

Many architects, in order to get around this situation, will invite a contractor to lay out work and will then take bids on the plans and specifications so prepared. In the great majority of instances such an opportunity is considered both by the architect and by the contractor as a privilege, because it is thought that this preliminary study of the work and the knowledge that results, gives the contractor an advantage over his

competitors. As a matter of fact such procedure instead of being an advantage is most decidedly just the reverse, as will be acknowledged by the most intelligent and experienced contractors. The reason for this is as follows:

DISADVANTAGES THAT RESULT FROM CONTRACTOR'S LAYOUT

A contractor's layout is almost invariably recognized as such, because no name of any consulting engineer appears. The competing contractors will criticize it, either as being lavish, in which case it will be insinuated that the favored contractor who has laid out the work will cheapen it and not do it as specified if he is awarded the contract; or, the criticism will be that the layout has been made inadequate, so as to be productive of extras.

From both points of view there is invariably much opportunity for criticism, because it is often tacitly understood that the contractor who does the free engineering is to get the contract at the price determined by the bids submitted; and, under these circumstances, with no consulting expert to supervise, the contractor, in nine cases out of ten, disregards the specifications and substitutes the cheapest sort of work that he thinks will pass.

The practice is therefore bad and unfair, and it should be discounte-

nanced. Even from the standpoint of the contractor who has also done the engineering, it is often disadvantageous, and acts as a boomerang, for the architect will very likely not allow payment for bona-fide extras, on the theory that as the contractor laid out the work, he should have anticipated and included the extra in the contract specifications.

In a similar way, but for different reasons, it is not considered right for the engineer to invade the domain of the contractor by purchasing materials, appliances and apparatus direct from the manufacturers. The engineer's argument that he can save the contractor's commission is in most cases not true. The contractor is generally a keener buyer than the engineer, and practically all manufacturers are willing and glad to allow the contractor a somewhat better price than when selling to an owner, either direct or through his engineer.

Furthermore, the advantages of a unit responsibility make it better for the owner to hold the contractor responsible rather than to expect his engineer properly to co-ordinate the various items entering into the work.

Undoubtedly, some engineers are competent contractors, and, in the same way, some contractors are the best engineers; but it is far better for the contractor to confine his attention to contracting and the engineer to limit his work to engineering.

Keeping Business Booming in Spite of Reduced Sales Force

WITH the prospect of men being withdrawn from many lines by war demands and war preparations, the need of running retail sales departments with the absolute minimum of employees may soon be even more pressing than at present. In some quarters, ways and means of keeping sales booming with a small force are already being studied by dealers, contractors and sales managers.

Among the methods which seem to promise best success are those which enlist the aid of each purchaser, at the time he or she becomes a purchaser, to sell electrical goods to friends and acquaintances. Sometimes the best that can be done is to obtain from this purchaser a list of

prospective customers that the sales force may reach by telephone or in person. At other times it is possible by a commission offer to induce the purchaser to actually turn salesman for a few days. Instances are on record wherein a purchaser actually paid for a washing machine from \$5 commissions made on sales to her friends.

The proper use of the telephone can intensify the efforts of the sales force. The office men can also grasp opportunities by getting prospect lists from insurance solicitors and other visitors who call to sell and not to buy. And even fuller advantage may be taken of manufacturers' offers to send representatives to co-operate in local sales work.

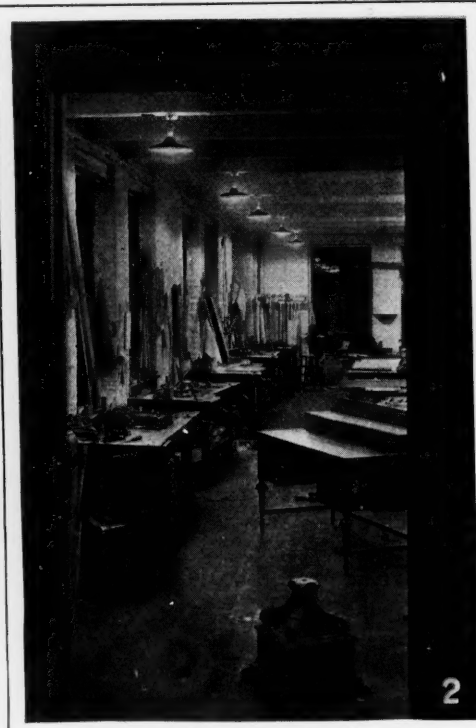


Fig. 1—Two systems of lighting for wire-insulating machines. General illumination of large machines, and more intense illumination of intricate operations.

Fig. 2 — Wood-working benches lighted from a general lighting system. Dome reflectors with bowl-frosted Mazda C lamps used.

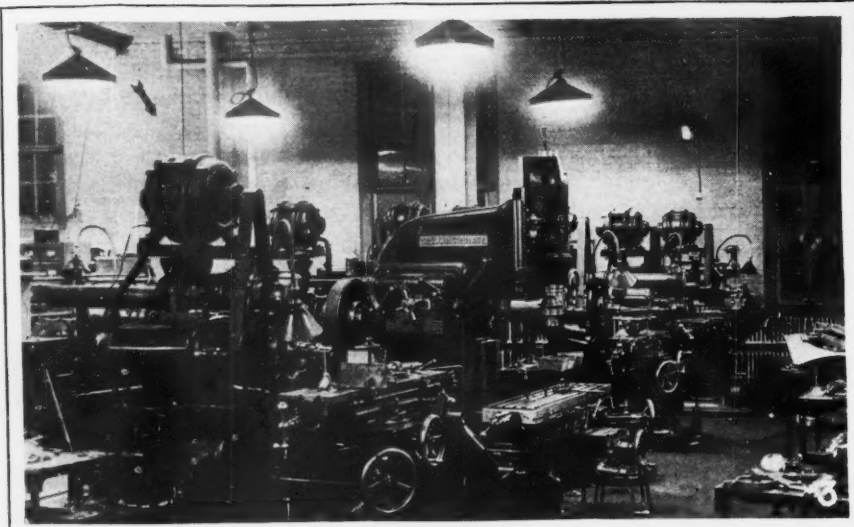


Fig. 3—Machine shop lighted with special diffusing units. Note the absence of shadows and glare, and the low brilliancy of the units.

Fig. 4—Assembling small parts under semi-indirect light. Note the softness of the lighting effect.



Four Methods of Factory Lighting—Each Good in Its Place

Examples That Show How the Electrical Contractor or Lighting Salesman Can Adapt His Layout to Fit the Needs of the Place He Is to Illuminate

By WARD HARRISON

Illuminating Engineer, National Lamp Works, Cleveland, Ohio

IF one were asked to limit the fundamental requirements of artificial lighting to two, he would probably name first, sufficient light, and second, a soft, well-diffused light—in other words, light without glare. Up to a certain point, these two principles are not opposed in nature. For example, placing a large dome reflector over a bare lamp will not only increase the intensity of illumination beneath, but will also result in decreased glare. When we go beyond this, however, and still further screen the source of light, some loss of light is necessarily involved. The best system for a given location, therefore, is the one which provides a maximum intensity of illumination on the work, consistent with the requisite diffusion of light for that location.

Fig. 1 shows a shop in which cotton insulation is being wound on copper wire. On the right are machines on which the larger sizes of wire are being wound. Here a general lighting system is employed, making use of dome reflectors hung well above the plane of work to keep direct light from the eyes insofar as possible. At the left are machines where the finer sizes of wire are being insulated, and the work is, therefore, much more intricate. Here a localized lighting system is chosen using an open reflector hung close to the machine. Direct glare from the light source is entirely obviated by the use of opaque reflectors and by suspending the lamps below the line of vision.

In the cabinet-making shop in Fig. 2 a further step has been taken to avoid glare by bowl-frosting the Mazda C lamps which are used in the dome-shaped reflectors. Incidentally, it is interesting to note that the outside row of units has been placed nearer to the wall than a symmetrical arrangement would call for; thus excellent lighting of the work benches is provided.

Fig. 4 shows the lighting of a fac-

tory where an entirely different class of work is performed—namely, the inspection and assembling of small machine parts. This installation is unique in that it is one of the first cases in which the semi-indirect system was employed for industrial lighting.

From previous experience, this company had found that the ordinary direct-lighting system, even though the light sources were well screened from view, was not satisfactory. The specular reflection, or reflected glare, constantly experienced, from the small metal parts which were being assembled proved even more trying to the eyes than an occasional glance at the light sources themselves. With the semi-indirect units, a relatively large area of ceiling becomes the primary source of light, so that reflected glare, as well as glare from the light sources, is reduced to a minimum. Shadows, too, become soft and

luminous—an important factor where work of this nature is to be done. Semi-indirect lighting was practicable in this shop because the ceiling was light in color and there was but little shafting or rapidly moving machinery to stir up dust and spatter oil or grease.

Fig. 3 illustrates the lighting of a machine shop, where semi-indirect lighting was not deemed practicable but where it was nevertheless desirable to secure a maximum freedom from glare, specular reflection and harsh shadows. The fixture used in this case consists of a porcelain-enameled steel reflector of large diameter, and a 200-watt Mazda C lamp, having a silver-plated cap which fits snugly over the lower half of the bulb. This cap directs all light not intercepted by the reflector upon the reflecting surface, so that from no point in the shop is the filament of the lamp visible.

A Jobber's Navy Window that Won One Hundred Recruits



On the day after the United States declared war, O. F. Rost, general manager of the Newark Electrical Supply Company, who is an enthusiastic member of the Navy League, personally supervised the installation of this display in his company's show window at Newark, N. J. The small silken flag shown was flown in the breeze of an electric fan, and applicants who came inside for further information were personally interviewed by Mr. Rost, who explained the advantages of the different branches of Navy service. More than 200 men were thus interviewed, and 100 actually signed up for Navy duty.

THE FLATIRON SALE THAT TAUGHT A LESSON

The Story of How the Profits of an Appliance Campaign Leaked Out Through the Printing Bill—and the Remedy. Some Practical Advice on Cost and Effect in Getting Up Attractive Customer Literature

By CLARA H. ZILLESSEN

ONCE upon a time I assisted at the post-mortem of a central station flatiron campaign. This iron campaign had been one of those paradoxes which crop up occasionally in the selling game—a successful failure! The sale had been a success in that they had reached and even passed the mark they had set for themselves, but it had been a failure in this important respect—they had lost money on the campaign!

The chief mourners were Rogers, the commercial manager, and Harvey, the purchasing agent. Rogers began the autopsy.

"Here is the situation," he said. "We set the mark at 500 irons for this one month's sale. As a matter of fact, we sold 526. But now that we come to figure it out, we find that we have actually lost money on the sale. Of course, there's the fifty cents per iron per month income that we have added to our load; but what we're trying to do in this appliance business is to sell the stuff and make a legitimate profit

on the turnover. We'd have to do it if we were simply dealers in appliances, or we couldn't stay in business."

Harvey listened with a harassed expression on his face. "I got the rock-bottom price on those irons," he said, "and we couldn't have made the selling price much higher, or we couldn't have advertised the sale as a bargain-price opportunity. The advertising cost is what looks unreasonably high to me; and still I don't see that we could have done with less. Let's dig a little deeper and get to the bottom of this."

WHAT THE CAMPAIGN COST

"The regular price of the iron was \$4.50," he continued. "Our cost was about \$3, to which we added 15 per cent for overhead, making a total cost of \$3.45. We advertised it to sell at \$3.95, leaving us a gross profit of 50 cents per iron. Now, here is the list of advertising costs chargeable against this campaign." He laid before us a sheet containing these notations:

To printing 12,000 two-fold mailing cards, two colors, at \$7.50 per thousand	\$90.00
One cent postage for mailing the above	120.00
Four insertions of newspaper ad at \$25 per insertion	100.00
Twenty-five window cards	5.00
Commission of 25 cents each on the sale of ninety-four irons by salesmen and demonstrator	23.50
Total	\$338.50

"Now, that \$338.50 expense looks pretty stiff 'longside of the profit of 50 cents each on 526 irons, or \$263," growled Harvey.

WHERE THE TROUBLE LAY

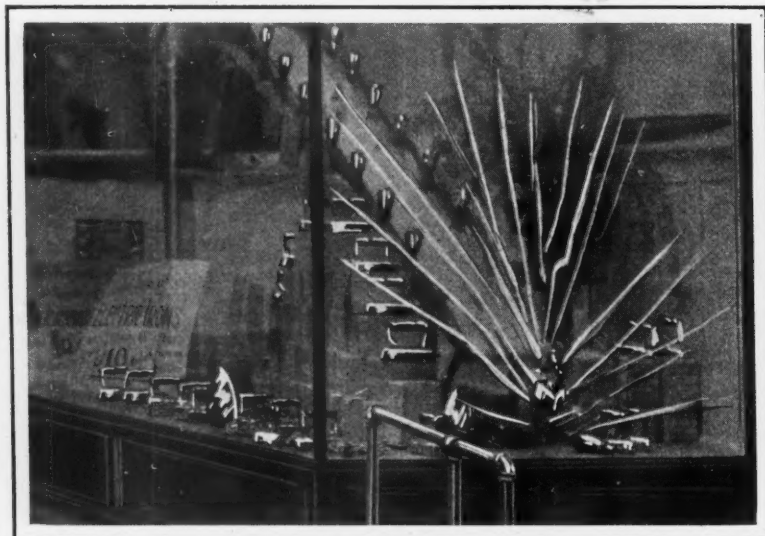
I looked the mailing folder over carefully. It was nicely gotten up, printed in two colors on an attractive and expensive stock. (I knew it was expensive, but I doubt if the average housewife who read it knew that it was.) It was worth the money, but it was too *de luxe* for the purpose. So I did a bit of quiet figuring and then announced that they could have procured something which would have answered just as well for about \$4.50 per thousand, or a total of \$54 for the entire lot.

"Listen," said Rogers, with careful patience, "we're not going to send out a lot of cheap printer's junk to our customers. They won't fall for it. Our stuff has to have a certain dignity; it's got to stand for quality—"

"But I'm not going to cut down your quality," I protested. "I want to give you something for less money which will be just as good and just as effective, but with some of the frills dear to the printer's heart—and, incidentally, dear when you come to foot the bill—eliminated."

"Let me show you," I said, "the two items on your folder which ran up the cost unnecessarily. In the first place, you have used halftone cuts of photographs, which necessitated the use of a coated stock—which, at the present prices, is almost prohibitively expensive. Had you borrowed line drawings from the manufacturer, you could have used a bristol board or a cover paper, or some of the stock which is still fairly reasonable in price. So much for the paper question."

An Electric Iron Slide—An Iron Window That Got Attention



There is something about a broken window that will make Mr. Passerby stop and look twice. Sometimes he will even cross the street to satisfy that characteristic which in his wife he would term "curiosity." The broken window effect here pictured was achieved by the Rome (N. Y.) Gas, Electric Light & Power Company by sawing the bowsprit off of an electric iron and fastening it to the outside of the window to match the main portion of the iron which was mounted within. Just back of the glass-splintering projectile a lamp-outlined slide suggested the cause of the calamity. The "cracks" were painted on the inside of the glass.

"Now, when the printer casually mentioned that, of course, you wanted a two-color job, you said, 'Sure, go ahead.' So he printed your folder in black and orange on a white stock. Do you realize that every color on a folder of this kind means an extra run through the press and about one-third extra cost?"

HOW TO CUT THE CORNERS

"But there are little tricks which will give you a two-color effect at a one-color price. You can use a colored stock and a different colored ink; for instance, a light blue stock printed in darker blue gives a two-color effect, as will a yellow, orange or gray stock printed in a deep, bright blue. Or you can use green ink or brown ink or a blue-black ink to give the desired second color effect. And oftentimes this combination of colored stock and colored ink has a far greater attention-value than the use of two colors of ink on a white or neutral-tinted stock.

"And let me show you another little way to save advertising expense on these sales. Take your largest single item of cost—\$120 for postage. Why spend perfectly good money on postage when you have a bill going to each customer once a month anyway, and plenty of room to insert a good-sized

folder in the envelope and still have it ride under the two-cent postage?"

"But I don't think you get as good results from a folder in the bills as you do from one mailed direct," objected Harvey. Here was a question which has probably come up before every central station advertising man, and I tried to explain to Mr. Harvey what I had found to be the consensus of opinion.

THE MATTER OF POSTAGE

"One advantage," I said, "is that you are sure the advertising at least reaches the person for whom it is intended. A mailing folder may very easily through carelessness or otherwise be deflected from reaching the addressee, or it may get lost in the shuffle of other advertising and letters. A bill inclosure, on the other hand, *must* reach the person addressed; and if it is properly designed the chances of an untimely end in the waste basket are small. But a lot depends on the get-up of the folder and the way your story is presented.

"This opinion is based on tests and the actual experiences of various companies who have tried both ways—and the fact that they are now using their bill envelopes for conveying information regarding campaigns and

special sales shows that the balance of the evidence favors that practice.

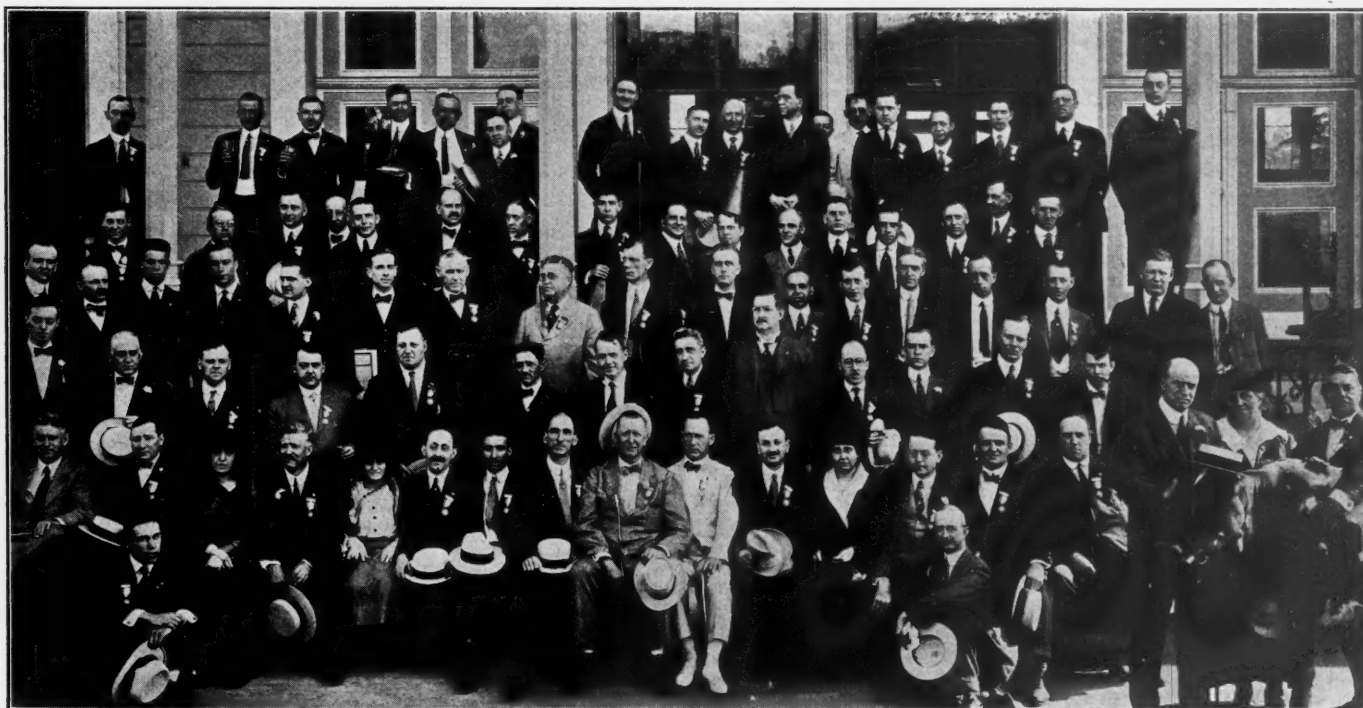
"So, let's summarize," I said, "what this cost of advertising your iron campaign might have been if it had been done the way I have suggested:

To printing 12,000 two-fold mailing cards with return postal, one color, at \$4.50 per thousand.....	\$54.00
Four insertions of newspaper ad at \$25 per insertion	100.00
Twenty-five window cards.....	5.00
Commission of 25 cents each on the sale of ninety-four irons sold by demonstrator and salesmen.....	23.50
Total	\$182.50

"Now you can whittle this \$182.50 down even a bit more. You can eliminate the newspaper advertising entirely, and pin your entire faith on your folder, your window display and your salesforce. I know several companies who have tested this out; and they have found that the newspaper advertising doesn't sell enough additional appliances to pay its way. But that's up to you, and depends somewhat on your local conditions.

"But even with expense listed at \$182.50 and the gross profit figured at \$263, there is the tidy sum of \$80.50 to go on the profit side of the ledger. And that's not a sum to be sneezed at when you consider that this was a bargain sale!"

Electrical Contractors of Keystone State Convene at Philadelphia



One glance at the handsome, smiling countenances here photo-fied, is sufficient to satisfy you that they belong to electrical contractors and dealers. It is also hardly necessary to add that, with the exception of the cow, they are all readers of *ELECTRICAL MERCHANDISING*. At its Philadelphia convention, June 19-21, the Electrical Contractors'

Association of the State of Pennsylvania enjoyed a motor trip about the Quaker City, stopping en route long enough to face our camera man. Among the officers and directors elected for the coming year are: President, Albert Gentel; vice-president, H. F. Hartman; national director, G. E. Shepherd, and secretary-treasurer, M. G. Sellers

GETTING THE "OVERHEAD" INTO THE PRICE

Figuring the Cost-of-Conducting-Business for Each Job, Based on the Known Outlays for Labor and Material—The Matter of Cost Ratios

By EDWIN L. SEABROOK

HOW is the contractor's "overhead"—that is, the cost of conducting his business—to be put into the price he makes or the work he contracts to perform?

This is exceedingly important, because, of course, the price received for work done or services rendered is the only source from which these expenditures can be returned to the business.

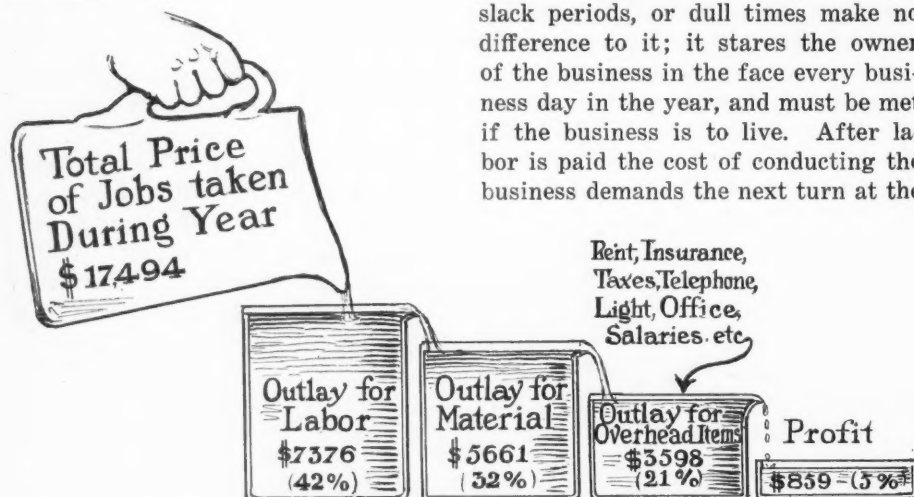


Fig. 1—All expenses for labor, material and "overhead" must be gotten into the original price, together with a fair allowance for profit. Unless this is done, the owner of the business is likely to find himself—after paying all his bills—with little or nothing left which can be applied as a fair profit for himself. The figures shown were taken from another line of business, but the diagram illustrates the point that not until all the bills are paid can there be anything left to show a profit for the owner of the business.

When an electrical contractor puts material and labor into a building there is only one source from which he expects these expenditures to be repaid—and that is the price received. He includes the cost of his labor and material in the price. If the full amount expended for these goes into the price, these outlays will be returned to him when the price is paid. If, by some error, he fails to include the full amount expended for labor and material in the price, the difference is a loss.

In the same way, the cost of conducting business—the "overhead"—must likewise get into the price before it can be returned. If the cost is underestimated, or a part of it not included in the price, there will be a loss of just the amount omitted.

The contractor has no escape from

paying the amounts demanded by the business for conducting it. Many of these items are spot cash; in general practice most of the others are paid before settlement is made for merchandise. The business is quite insistent that the expense of conducting it shall be paid promptly.

Another important fact must not be overlooked: This "overhead" cost goes on continually—holidays, delays, slack periods, or dull times make no difference to it; it stares the owner of the business in the face every business day in the year, and must be met if the business is to live. After labor is paid the cost of conducting the business demands the next turn at the

practically the same in every line. Certain items and their relation to each other may differ, but the computation of overhead expense, and the method of putting it into the price are essentially the same for all the building trade branches.

The total amount of business done during the year in the case referred to was \$17,494; and the expenditures for labor and material were: for productive labor, \$7,376; for material, \$5,661; total, \$13,037.

From this it will be seen that the principal items—the outlays for productive labor and material—amounted to \$13,037, or as some have termed these, first cost. This leaves a balance of \$4,454 remaining from the total amount received during the year. If the proprietor of this business had no other expense during the year he could call the remaining \$4,454 his own, or profit.

When the results of the above business were analyzed at the end of the year it was found that the balance, after deducting the first cost, did not correspond with that on hand. Fortunately there was a profit, although it was only a few cents on each dollar of the \$17,494 taken in during the year. What became of the difference between \$4,454 and the profit? It was not in the bank; it was not owing by the customers; neither was it in losses or bad debts.

It had been spent in some form, and the analysis disclosed the following expenditures for the year:

Rent	\$252
Insurance (fire and liability)	120
Taxes	18
Telephone	48
Printing and postage	40
Shop supplies	35
Lost time of workmen	78
Light and heat	42
Depreciation	88
Allowances	55
Hauling, including wages and upkeep of equipment	900
Collections	10
Dues in trade organizations	12
Salaries, office	600
Salary, proprietor	1,300
Total expense, conducting business \$3,528	

This amount represents the actual expenses of conducting the business, and not a dollar of profit was forthcoming until this was met.

The complete financial transactions

cash drawer, and must be accommodated.

In considering the items of overhead in the June issue of *ELECTRICAL MERCHANDISING*, nothing was said of the respective amounts of such items. In order to illustrate how this cost is to get into the price it is necessary to have a concrete example of an entire business expenditure for a whole year. To make the example more general, the illustration used here is drawn from another branch of the building trade, and is based on facts. The total amount of the business and expenditure differs slightly from the real amounts developed by the business, but this difference in no way affects the results of the analysis. The fundamental principles of ascertaining the cost of conducting business and applying it to prices are

of the business for the year were, therefore:

Total amount of business.....	\$17,494
Expended in "overhead" ex- pense	\$3,598
Expended for productive labor.....	1,376
Expended for material.....	5,661
Total expenditures	\$16,635
Profit	859
	\$17,494

From this it will be seen that the total amount of business is composed of four elements: *Cost*, productive labor, material, and profit. The accompanying diagram of the pitcher and vessels of water (Fig. 1) may help to illustrate the source through which these four elements of expense must come. They must all be included into the price before they can become a part of the volume of business.

How shall the "overhead"—\$3,598—be distributed or applied so as to get into the price and be returned to the original source—the business? As the diagram shows, this amount is just as much a part of the volume of business as the amounts paid for material or disbursed for labor. Just as every electrical contractor should be able to trace the amount expended for material and labor, all the way through a contract, so the amount expended for "conducting the business" incidental to each contract should be traceable. This expenditure goes on continually and should be likewise going into the price.

A study of Fig. 2 will show how the "overhead"—\$3,598—stands in relationship, or proportion, to the volume of business, as well as to the other elements and the combinations of these that comprise the volume.

Reference to profit is omitted in this relationship because profit does not become an element, or part of the volume of business, until the other three items are paid for—in fact, there may be no profit. There must be material, labor, and "overhead"—but in the place of profit there may be a loss. It will simplify the method of applying the relationship of expense to the other items composing the total amount of business if all are thought of in the form of dollars and cents, rather than percentages. The compilation of a price or estimate will be much more easily understood if it is built up as is done in actual practice, rather than if one starts with a selling price of 100 per cent and attempts to separate it into its various parts.

Fig. 2 shows that the "overhead" ex-

pense—\$3,598—has a certain relationship to the other items of the business, which is expressed in percentages. These, however, may be considered as just that many cents, paid for "overhead" for each dollar expended for the outlay referred to.

For example, during the year the owner of this business paid \$7,376 for productive labor. When he paid \$1 for productive labor he also paid 49 cents for "overhead" expense.

Again, \$5,661 was paid for material. For every dollar paid for this, 64 cents was paid for "overhead."

Labor and material, combined, amounted to \$13,037. For every dollar paid for these 27 cents was paid for "overhead."

Out of every dollar of the total volume of business transacted during the year, 21 cents was paid for the expense of conducting it.

How little of each dollar of the total volume of business (\$17,494) could be claimed by the proprietor for himself as profit, is forcibly shown in Fig. 3, which also illustrates the number of cents of each dollar, that went for labor, material and "overhead."

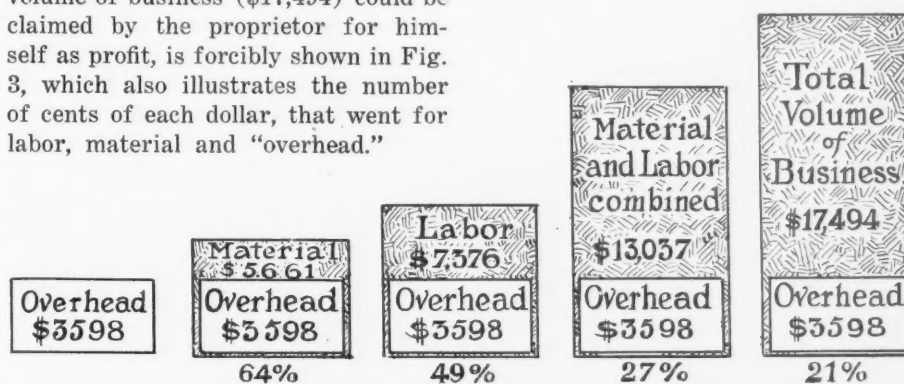


Fig. 2—The "overhead" for the year's business, expressed in percentages of the outlay for material, labor, material-and-labor combined, and the total volume of business. These percentage figures can also be taken as representing the number of cents expended for "overhead," for each dollar spent for material, labor, etc. For example, for every dollar spent for material, 64 cents went, in the case cited, to pay "overhead" expenses.

In applying the overhead expense it is necessary to have a starting point or base, from which to figure. There are four methods, or bases, upon which the expense of conducting business, may be put into the price. These are: (1) Labor, (2) material, (3) material and labor combined, and (4) the total amount of business.

The problem of getting the cost—\$3,598—into the price would be very simple if the volume of business for the year—\$17,494—were taken all in one contract. The total expense for the year could then be incorporated into the contract price. Business, however, is not done in one lump sum, but is made up of many transactions of various amounts. The problem is still further complicated by the unequal proportions of labor and material in different contracts, and the re-

lations that these bear to the total volume of business.

If the yearly business—\$17,494—be represented by a square divided into 100 parts, productive labor would cover forty-two parts; material, thirty-two; expense, twenty-one; and profit, five. The problem of applying the "overhead" expense would still be very simple if this relationship were the same year after year. The amount of material and labor varies each year. The expense of conducting the business also varies, but it is probably more staple than either material, labor, profit, or volume of business.

It is quite evident, therefore, that the expense of conducting business must be put into the price of each contract or piece of work performed. Three of the methods named above are illustrated in the table below.

PRODUCTIVE LABOR METHOD	
Assuming that material will cost.....	\$100.00
And that labor will cost.....	60.00
	\$160.00
The "overhead" taken at 49 per cent of the cost of labor will be.....	29.40
The total cost will be.....	\$189.40
LABOR AND MATERIAL COMBINED METHOD	
Assuming that material will cost....	\$130.00
And that productive labor will cost..	80.00
	\$210.00
Assuming that overhead will be 27 per cent of labor and material com- bined	56.70
The total cost will be.....	\$266.70
SELLING PRICE METHOD	
Assuming that material will cost....	\$90.00
And that productive labor will cost..	70.00
	\$160.00
Cost, \$160 ÷ 0.7452 = \$214.71 × 20.57 per cent = \$44.16.....	44.16
The total cost will be.....	\$204.16

In the last method, reference to Fig. 1 shows that the cost of labor and material combined is 0.7452 of the volume of the business or total sell-

ing price. The "overhead" expense is 20.57 per cent of the selling price; hence the cost price is \$204.16.

Each of these methods has its advocates and opponents, and the differences in these methods will be discussed and illustrated in a later article.

Basing the "overhead" on productive labor is probably the easiest and simplest of the three methods. In some respects it is comparatively new. The theory upon which it is based is that time alone measures practically all the expense, and that salaries, rent, etc., are each so much per unit of time, and have no relation whatever to the cost or amount of material. How long it takes for the work to be done in the shop or on the building, is the standard by which its share of "overhead" expense should be determined. The advocates of this method contend that labor is more stable in quantity and price than material, and varies the least of all the price elements.

The labor-and-material-combined method is advocated by some, because it distributes the cost of conducting business over a wider margin. The amount of material can be more accurately determined than the labor required. If the labor is underestimated, but combined with material as a base upon which to distribute "overhead" expense, this latter expense will be more evenly distributed than if productive labor bore it all. The points raised in favor of the labor-and-material-combined method apply also to the selling-price method. The expense is distributed over the widest area possible, so there is less danger of loss from too little of the expense getting into the price, than in the other two methods.

Some of the features regarding the expense of conducting business are worth considering. Some electrical contractors have the idea that because they are managing their business at a small cost it must be making a correspondingly large profit. While it has not been possible to obtain such striking comparative data from the businesses of electrical contractors, actual results from the businesses of two master plumbers will serve to illustrate that small "overhead" does not always mean large profits.

From an analysis of these businesses it will be seen that the one making a profit had a much higher ex-

	No. 1	No. 2
Productive labor	\$4,600	\$4,828
Merchandise	7,500	4,630
"Overhead" (cost)	2,995	3,873
Selling price	\$15,095	\$13,331
Loss	14,500	14,990
Profit	\$595	\$1,659
	Per cent	Per cent
Ratio of "overhead" to productive labor	65.11	80.22
Ratio of "overhead" to material	39.93	83.65
Ratio of "overhead" to volume	20.65	25.83

pense ratio in every particular than the one sustaining the loss. Low expense of conducting business does not within itself indicate that the business is earning a good profit.

COMBINING CONTRACTING AND MERCHANDISING

The contracting and merchandising branches of the retailer's business are very different in their nature, methods of pricing, selling, etc. The



Fig. 3—How each dollar of the \$17,494 total volume of business was expended, in the case of the business cited. This diagram shows that of every dollar received in gross income for the year, 32 cents went for material, 42 cents for labor, and 21 cents for "overhead," while barely five cents was left to be claimed by the proprietor as profit for himself.

"overhead" originates and should be applied differently. Therefore, the expense of a combination business should be separated. If they are thrown together in one account one will bear more than its rightful share. This is because merchandising and contracting do not have an "overhead" in the same ratio.

The "overhead" of the merchandising branch should be kept separate, and applied to that part of the business. The expense that originates from the contracting business should be charged directly to it.

COST RATIO EQUALIZED

The question very naturally arises as to whether there is a wide differ-

ence in percentage of expense between firms in the same line in the same locality. If the businesses in the same line are all conducted profitably there can be but little variation in the percentage of expense.

EXPENSE RATIOS DIFFER LITTLE

Some contractors think their operating expense is much lower than their competitors, and estimate accordingly. Whatever difference there may be in the percentage of overhead, it is too slight to make but any considerable difference in estimates of any size. A firm may have some advantage in a low expense rate, but this is generally offset by some disadvantage which is overlooked or not considered. If the electrical contracting business in a given community is considered as a whole, it will be found that low expense advantages are offset by corresponding disadvantages. The expense of conducting business as it affects a certain trade in a given community is along a general, even line. The following principle may be laid down for this feature of expense:

The "overhead" ratio is practically the same for all properly-managed businesses in the same line in the same community.

The expense account should be computed at the end of each year. A careful study of these items will afford an opportunity for reduction, if any can be made. The man who keeps no expense account cannot attempt a saving intelligently, because he has no means of comparing the expense of one year with another.

There is no uniform percentage of cost for every case. Each man must determine his own expense of doing business from his own experience and records. While there is a similarity of expense percentage running through the electrical contracting business in every locality, this is not a safe guide for the individual to measure his own expense. The cost of conducting business is the result of a combination of different items, influenced by different factors, such as labor, cost of material and profit. In a very real sense each business is individualized and its owner must tabulate his own experience and expense of conducting business.

It is impossible to make intelligent estimates or prices unless the subject of overhead expense is mastered and applied.

CLOSING OUT THE FAN STOCK IN AUGUST

How the End-of-Summer Market Can Be Broadened Out
and Made to Pay More Profit While Hot Weather Lasts

THE man who suggested listing fans for August in the schedule of co-ordinate advertising campaigns that is working out so well this year had a good idea. For fans have always been looked upon as the logical feature for June and July selling, but in these weeks of hardest heat now-a-days fans sell themselves and the thing that concerns the dealer most is first to stock enough fans to take care of the big demand that comes in with the hot wave and then to broaden and extend his market so that there will be a longer season. And August selling points the way.

When the heat waves shimmer as you look across the pavement and your collar crumples by 11 o'clock and you don't want anything for lunch but crackers and milk, and everybody's temper gets a wire-edge, it's no great trick to sell electric fans. For electric fans are well known now. The public has been educated to appreciation and they *want* them in these July days as naturally as they long for thunder storms to cool the atmosphere. They long for an electric fan even though they may not feel they can afford to buy one, but they are grateful to the energetic salesman who will come along and talk them off their feet and make them buy electric comfort.

AUGUST BRINGS CHANGE IN SALES PROBLEMS

But as the hot season draws to a close the sales problem changes, because by August a man just naturally argues with himself and says: "Well I have stood it this long. The worst of it is gone. I guess I can get through the balance of the summer all right." But this is rankest sophistry. Let the salesman tell him that he is not buying his fan for *one* year but for *ten* or more and that as long as it costs so little he might just as well buy now and have the benefit at once. There is no argument against it. For when a man has stood two months of heat his store of energy is down. He needs a fan. He knows it. It is not hard to sell him. And so there is big business to be done in

selling fans in August in your town and every other, and a careful campaign at that time will pay you well.

When you stop to figure it out there are just about five places to sell fans in hot weather:

1—In homes—to make the heat more comfortable, particularly where there are invalids and little children.

2—In stores, hotels, restaurants, etc.—to make them cool and inviting to the customer, to keep the temperature from climbing high and injuring perishable stock, to keep up the life and spirit of the clerks, and to keep flies from coming in the door to annoy customer and salesman.

3—In offices—to make the boss more comfortable and to keep the employees from suffering from the heat and slowing down.

4—In institutions of all kinds—to relieve heat suffering and improve health.

5—In factories—to keep the workers' spirits up and to fight off fatigue that causes slow speed, carelessness and spoilage and costs more than many fans.

There in brief is the market for electric breeze fans, and when the first of August comes the opportunity remains diminished only by the elimination of those places where already they have bought. In other words, in almost every building where a fan is not in use there is a prospect. Pick from them the class where money spends more easily and considerations of efficiency, intelligent economy and comfort are regarded, and make your smaller list and it will form an easy market if you will only go out after it. For the public mind has changed toward fans. They are not looked upon as luxuries as formerly. They stand to-day as sensible utilities that should be used in every home and place of business — for obvious reasons.

What can the dealer do to help sell fans in August that he has not already done in an active June and July campaign? Not much, but he can do it in a different way.

In the first place get this thought across—this message—in your sell-

ing, in your advertising, in your displays. Tell everybody—"Don't drag through the balance of hot weather without a fan. You're buying it for use year after year—not for this summer only. It is an investment, not a summer expense. There is no more reason why you should feel that it's too late to buy a fan than you should feel that all vacations after July are unnecessary."

So keep up your advertising right through August, talking from this point of view. Run newspaper displays. Send out fan folders when a hot spell comes to a small list you know is good.

Make personal calls on the commercial prospects. Every manufacturer and merchant has been suffering loss in profits from the heat's effect. They have noticed it. They won't deny that you are right, if you talk dollars to them.

LET THE FAN CLOSE ITS OWN SALE

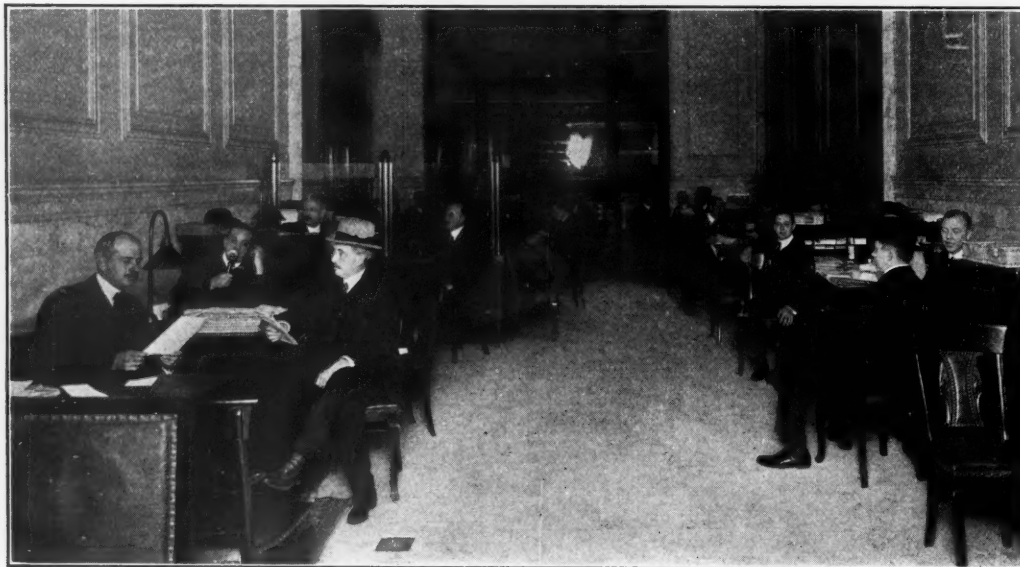
Go call on them. Talk to them on the 'phone when you can't reach them otherwise and on a sweltering day load up a wagon with a dozen fans and drop right in on the boss himself, in these big stores and factories, and leave the fan for him to enjoy personally. Put it yourself where it will keep him cool. Connect it up. Don't let him say you nay. Just leave it there to sell itself; then go back in a day or so and say—"Now look a' here. If it is worth this much to you in added comfort that's what it will mean in added energy throughout your plant." You'll sell some good fan orders that way.

Then it is well to maintain fan displays in your show windows but always playing up the August point of view as prominently as possible. Set up a fan to blow across the sidewalk—push your fan, in short, just as you would in any energetic selling campaign, but put the loud pedal always on the August point of view. For there is lots of money to be made next month in fan business. Don't let August pass by without an eager effort.

"RENTING" MONEY FROM THE BANK

How the Contractor Can Go About It to Borrow Extra Funds to Build for Better Business and, Right Now, to Swing His Bigger Factory-Lighting Jobs—The Simple Questions That the Bank Will Ask—Your Credit at the Bank and How to Build Upon It

By EARL E. WHITEHORNE



RIGHT NOW when every factory in the country faces a period of enforced activity unparalleled in history, the electrical contractor has a most important part to play. He it is who is responsible for lighting these factories so that maximum production will result. It is his function to install electric light and power. That, in fact, is his duty in the common crisis. He must educate the manufacturers where necessary. Factories must be better lighted. But many contractors will hesitate to go out after these large industrial jobs, because they doubt their ability to finance them. It takes more ready money than they have. They are afraid they cannot swing so much. But read this article—if you are one who feels this way—and reach out for these better jobs and bigger profits. Your bank is organized just for the purpose of assisting you. Make use of it.

A MAN I knew went into business for himself as an electrical contractor in a medium-sized city a few years ago. He had practical experience and therefore he was able to make money on the work he did. He had a pleasing personality and a good name in the town, and therefore he was able to get business and to satisfy his customers. But he had one other thing that was worth more to him than all of that. He had a reasonably good head for business and appreciated where he stood as a small factor in the local business fabric.

And it so happened, as it often happens with a contractor, that about a year after he had gone into business he needed money. He had begun with

very little capital, but he had opened up his small account in the best bank, that is, the bank that had the reputation for activity and enterprise. He had bought material carefully, and kept from getting in too deep, but he had just completed two good jobs not yet paid for, and he needed money. So he went down to the bank and saw the president.

HOW A BUSINESS MAN BORROWS FROM HIS BANK

"I want to borrow \$1,000," he said. "How much are you carrying here at present?" asked the banker.

"About \$500."

"What do you want this money for?" was the next question.

He met it frankly. "I want to pay

some bills with it," he said. "I have just finished up two jobs that have been pretty big—for me. They're billed, but I am not willing to go after either customer for any money till it's due and they are ready to pay it. It would be a sign of weakness that would hurt my standing.

"But on the other hand," he continued, "I have made it a practice to discount my bills, and I have got some money due this week which I can't cover. I can make from 2 to 5 per cent by discounting and it will cost me only at the rate of one-half of 1 per cent per month to borrow from you and pay them now. That looks to me like good business for me and for the bank."

The banker asked him if he had a

statement of his business with him. He had. It showed a total of cash, materials in stock and accounts collectible considerably in excess of what he owed. It showed that he had been making progress in his business. He got the loan. He paid his bills, and when the checks came from his customers he paid the note off at the bank. He had made money and saved himself a lot of worry by this simple expedient of borrowing from the bank.

"RENT" CAPITAL JUST AS YOU WOULD RENT SPECIAL MACHINERY

Why is it that more contractors do not apply this gentle art of going to the bank? Why do they fear the banker, and misunderstand the very purpose of the banking business? Why do they suffer all the pains and penalties of being short of cash when there is so much nice fresh cash "for rent" in every bank, on terms most profitable to them as business men?

I think it is because they look upon this matter of finance as a secondary, background feature of their business. Their minds are on construction, not on dollars—and though they rent special equipment and hire labor for a big job as a matter of course, they never think of renting money in the same way. Yet why not? After all, there are just three things needed in construction work—three things that go into every job—and these three things are labor and material and money. You don't expect to have all the material you need right in the shop. You buy it. You don't expect to do the work with your own hands alone. You hire labor for the job. And every business man, every contractor, should look upon the money that must go into the same job in the same way. Why should he worry if he hasn't all he needs right in his till? He buys material. He hires labor. Let him go and rent the money in the same way.

Perhaps this all sounds simple, and

ASSETS.		LIABILITIES.	
Merchandise on hand (@ cost)	341618	For merchandise on open acct.,	261131
Accounts outstanding, due from customers, all good,	177142	For merchandise closed by notes,	
Other accounts outstanding, all good,		Borrowed from banks,	
(State from whom due on the back of this sheet.)		Borrowed other than from banks,	
Bills receivable,	24050	Encumbrances on real estate,	
Cash on hand,	7173	All other liabilities,	13782
Cash in the following banks:			
First National Bank	61284		
Fixtures, present value,	21256		
Real Estate, assessed value,			
(Further particulars on the back of this sheet.)		Liabilities of individual partners not included above,	
All other assets,			
TOTAL ASSETS,	632523	TOTAL LIABILITIES,	274913

This is the simple form of statement that the bank wants to see. It deals simply with actual assets and liabilities. A small contractor presenting figures like these would demonstrate the fact that he is "getting on" and deserves confidence.

it is simple. But I know that many men who read this far will still feel down inside that it is not for them—this "high finance." They have no standing at the bank, they think. It is a fine idea, they say—the right dope for a contractor with money—but how can they go to a bank and get a loan? What security have they to offer? Yes, that's what nearly every man imagines who has never gone into business with the bank. But they overlook two most important points—first, that every one of us has standing at the bank whether we know it or not, and, second, that the word "security" may not mean what they think it does.

CHARACTER THE BASIS OF CREDIT

J. Pierpont Morgan said one time—and it is quoted daily by a thousand bankers—"Credit depends on character more than on capital." Consider what that means, how true it is. For, after all, it is the man you loan the money to and not the bank account. You may be wealthy, but if the banker doubts your honesty he will not risk a loan with you. You may be poor,

but if he knows that you are honest, enterprising, and a man who makes his promise good, he'll lend you money.

If you're a young man he will look upon you with even greater favor. For as one bank cashier remarked to me, "The worst thing that can happen to a man to whom we make a loan is a failure. If he is a young man he will have time enough to overcome it, get back on his feet again and make himself successful in spite of it." It's character the banker figures on for his security.

You hear men say that in a big bank in a big city the officials are cold-blooded, that unless you have a bang-up balance sheet to show you needn't come around. Here is an illustration of the humanness of even the big bank in New York—a bank located just one block from Wall Street. A New York contractor has an account there, a small account, and he has borrowed small amounts—as loans are rated in New York—from time to time.

A CONTRACTOR'S EXPERIENCE IN A BIG CITY

One day he met the cashier as he walked in the front door. They stopped to pass the time of day, and the cashier said, "Well, how are you getting on? Is business keeping up?"

"First rate," the contractor replied. "I've just completed the biggest job I've ever handled. I wired up a warehouse for Marshallmaker's Store. Here is an unsolicited testimonial letter they just sent me that makes me feel pretty good this morning!"

He pulled the letter out of his pocket and the cashier read it. "Just wait a

\$2500.00
 Three months after date we promise to pay to
 the order of First National Bank
 Twenty five hundred 00/100 Dollars
 at First National Bank, Yonkers N.Y.
 Value received
 No. _____ Due _____
 J.B. Branchy, Cashier

New York, July 6 1917

Address: Printing Company 121 Fulton St. N.Y.

When you borrow money from the bank you leave a common promissory note as security. This usually can be renewed when it falls due, if you need more time and frankly tell the banker why.

minute," he said. "I want to make a copy of this. I congratulate you."

"What do you want a copy of it for?" the contractor asked, surprised.

"Why, man," the banker said, "with that letter from Marshallmaker in our files, your credit in this bank will grow \$5,000."

That's a true tale and it's typical. "Credit," said J. Pierpont Morgan, "depends on character more than on capital." And so the banks in your town, my town, everywhere, are studying character. They're watching their depositors because these are the men who naturally will call on them for loans. They watch you and they watch me, though we never know it. They are constantly receiving confidential reports on local business men because they know that when it comes to loaning money they must look behind the balance sheet into the man himself to know if he is safe and sure.

HOW TWO CONNECTICUT CONTRACTORS WENT TO THE BANK

Another contractor up in Connecticut told me one day how he and his partner first went to the bank for money. They had begun their business with \$3,000 that they had borrowed from a friend. That's all they had—not much, apparently, to show the bank as assets. But in about six months they needed money. Jobs were in process, stock was on the shelves, and customers were taking their time in sending checks. About all of that \$3,000 was gone out of the bank account. It would all come back and there was a good profit showing on the work done, but there were bills that should be paid, about \$500 worth. Well, they went into the little private office at the bank, and told the story frankly, just what they were doing and what they meant to do. Then came the question:

"How much money do you want?" the banker asked.

"We'd like to get \$1,200," said the contractor. His partner made a little gasping noise, but a foot came down hard on his toe and he kept still.

"Well," said the cashier, "of course, you haven't been in business long, you two, but your statement shows that you have made fair progress and I believe from what I hear that you will prosper. You both work hard, your customers speak well of you. You own your own homes and are not extravagant. We will be glad to loan you what you need on your joint note."

These chaps were "small-fry" in the business of that town, but they had not been overlooked. They had doubted that the cashier knew much more about them than that they had a small account there, but he knew it all. They took this money and stopped worrying. They knew that when they needed more they could get it.

REMEMBER, THE BANK'S BUSINESS IS TO LEND MONEY

Don't overlook this point. The bank is always eager to lend money. That's what it is in business for. You bring your money there and the bank keeps it safe for you, but where would the bankers make any money out of that

Dear Sir:

We have your letter of June 19th enclosing certificates from the Department of Electricity and the Board of Fire Underwriters and wish to thank you for same.

We note what you have to say in regard to the work of installing, and wish to say that it has been a real pleasure to the writer to work with you on the New York job. We shall be glad, at any time, to say a good word for you, whenever it will be of service to you.

Yours very truly,

A copy of this letter in the files of the bank increased the borrowing power of one contractor \$5,000. It was written by a big department store for which he had done a job

for their stockholders? The only way they can make money for themselves is to *rent your money out* at interest. And when you go to borrow from them—to get a loan—you are not asking any favor. *You are taking them an order.* They are glad to get it, though, of course, they have to be a lot more careful about credit than the average business man because it's someone else's money that they let you have. But the money is there and any electrical contractor can go and rent it if his credit is O. K.

But there's the pinch in many cases. Yet for every contractor who cannot borrow at the bank because his credit is not good, there seem to be a dozen more who are afraid to try because they have imagined that the banker would jump down their throats and bring on an acute attack of indigestion if they asked for money and could not exhibit legal evidence of great wealth.

What is this gentle art of getting money from the bank? What is this

"credit" that the banker says you've got to have before he'll rent his dollars to you? What does the cashier make you do when you come in and want a loan? It's simple. He does just three things. He looks you over. He remembers what he's heard about you. He demands a statement of your finances, a balance sheet that shows what you are worth. That's all he asks you for. That's all you have to show except a manly spirit of frankness and a friendly willingness to tell him all about it. And if a man is honest, there is nothing to conceal. And if he isn't—well then he needn't come around.

Credit, as Morgan said, is mainly character, and this balance sheet the banker asks for, he wants more as an evidence of character than as an evidence of wealth. He wants to see that you have had good business judgment and have been making profits on the work done. He wants to see by the statement that your money has not been slipping away from you—for if it has, perhaps you'll also let this money that he lends you slip away! He simply wants this balance sheet to show that you are not a loser, that you're not a bankrupt struggling along, that your assets total better than your liabilities. He wants to know that and *you* want to know that, for if your balance sheet is such that it will not get by, why then you'd better find it out at once and quit before it's worse. Either you are making progress, getting on, or else you're falling down. And if you're sliding down the skids there is just one thing for you to do, and that is—quit and go to work for someone else. But if your statement shows that you are getting on, why, then, you're all right and the bank is glad to lend you money.

ONLY GOOD BUSINESS METHODS WILL BUILD A GOOD BALANCE SHEET

"And what is it that makes a contractor's balance sheet look good?" I asked that question the other day of one of the most prosperous electrical contractors in New England. He has been in business a long while. He is working for himself and for his friends, a very active man in the National Association.

He said: "The only way that any man can build a balance sheet that will win money at the bank is by good business methods. Good business methods, after all, mean simply making money and not losing it. He must be good

enough to make his proper profit not on just *some* jobs but on *all* jobs or on nearly all. Then he will get ahead.

"The most important lesson that I ever learned in my whole experience was the way to say 'No!' when somebody asked me to pare down my price on any job. It's a hard thing to do, but vital. For the building contractor is the bugaboo that has brought ruin to many a good electrician. He lets you figure on a job. You work it out as low as you feel you can afford to take it. Then comes the general contractor and says, 'Say, Bill, you're high. You're \$50 up. But I want you to have the job because I can depend upon your work. Take off the \$50 and you get the job!' If you come down he may go on to someone else and use

your price to bring him down. But anyway you have double crossed yourself. You've taken the job for \$50 less than your good judgment told you it was worth.

STICK TO PRICE—IT MAKES FOR CONFIDENCE

"Stick to your price," he said. "It's the only way to build a profitable business. Stick to your price and it wins you friends and reputation. For it breeds confidence. It shows three things—that you know your business, that you figure a proper profit on your jobs—no more, no less—and that you're not hard up. Stick to your profit."

And he is right. It is the man who makes his work pay what it should,

who does not waste his money in personal extravagance, who pays his bills and takes his discounts and who collects his money when it's due, that makes the big success in electrical contracting. He need not worry, for there's always money in the bank and he can borrow it. And through the coming fall and winter he is the man who will be making the healthy profits on the big industrial lighting jobs that will be ripe for plucking in every city in the land.

And so, I say to you: Get acquainted with your banker. He's a man—a business man. He has the money that you need to rent from time to time to help you in your business. Get acquainted with him. Learn the gentle art of going to the bank.

"The Big Job Is Merely a Group of Smaller Jobs"

How by Careful Estimating the Contractor Can Go After and Win the Larger Factory and Warehouse Installations in His Home Town. Expanding His Organization to Carry the Bigger Work. The Value of the Weekly "Check-Up"

By JOHN W. HOOLEY

TO the electrical contractor whose jobs have always been small ones, the problem of breaking into larger work may look difficult. The process is by no means easy, but the man who has installed house-wiring, motors and telephone systems successfully should be able to handle the electrical equipment of a hotel or factory.

The big job is merely a group of smaller jobs. The contractor who has made good on each type of small installation involved, has only to learn how to manage all the composite parts at once in order to make a success of a warehouse or factory contract.

A thorough and logical estimate will do more than any other one thing to help him in his first large job. In order to make up a real estimate it is first necessary to do the whole job mentally. Once a clear mental picture of the several steps in the work is obtained, the contractor will have a foundation on which to base his plans.

By way of bringing out some of the problems a small contractor meets in taking a large contract, let's look at the case of Tom Draper, and see how he answered his questions of labor,

material and management in running his first piece of big work.

Draper lived in a factory town. He wired homes, did motor maintenance work, and occasionally installed a new motor. While wiring the home of Mr. Hayes, who owned a large factory in town, Draper learned that a new warehouse was to be added to the Hayes plant. Believing that he could do the work in good shape, he asked permission to submit a bid.

Mr. Hayes was frank in saying that while Draper's work in his home had been satisfactory, he preferred to pick a man with experience in larger work for the warehouse. When Draper explained that he had successfully completed work of each kind represented in the warehouse, permission to submit a bid was granted. With his set of plans and specifications under his arm Draper went back to his office at once.

Material was his first question. After studying the plans, Draper went to see his nearest jobber. He mentioned the material he might need and inquired about deliveries and terms. He was assured that the material could be obtained when needed,

provided terms were satisfactory. Getting out the detailed estimate was his next step.

First he noted the outlets required, and on sheet No. 1 he made a table of the ceiling and side outlets on each of the three floors. In this table he also noted switches, base receptacles, panels, number of circuits and the lengths of 0.5-in. and 0.75-in. conduit needed.

Under this table he itemized his material with the cost, referring to his records for labor cost on installation. On sheet No. 2 he listed the main and feeder work, including conduit, wire and pipe fittings.

The totals of the circuit work from Sheet No. 1 and the main and feeder work from Sheet No. 2 were then carried forward to the third sheet, where the panels, switchboard and elevator switches were added. After charging in overhead and profit, the total bid stood at \$6,408.

Two days later Mr. Hayes informed Draper that he was "low man." However, since Tom was inexperienced in work of that size the owner requested him to furnish a bond.

Draper agreed, and taking a copy of his estimate he called on a reliable

ESTIMATE									
Architect <u>J. R. Wood Stone</u>					Sheet No. <u>①</u>				
Scale <u>1/8"</u>					Name <u>Hayes Co. Warehouse</u> Est No <u>927</u>				
FLOOR	CEILING	SIDE	SW.	BASE RECPY.	PAN.	CKTS.	1/2" COND.	3/4" COND.	
3	100	3	—	—	2	20	1100	1250	
2	100	3	—	—	2	20	1100	1250	
1	100	3	6	4	2	20	1200	1250	
	300	9	6	4	6	60	3400	3750	

ITEM	QUANTITY	DESCRIPTION	MATERIAL	LABOR
Black	300	ceiling Boxes 15/15	6500	4500
	19	side 20/20	350	350
	6	D.P. switches 100/35	600	150
	4	Base Recept 100/35	400	100
Black	3400	ft 1/2" Conduit 07/04	23500	13600
	3800	ft 3/4" " 09/04	34500	15200
	319	fixture studs 04/04	1276	1276
	700	2" LTB	4200	1276
	25000	ft 1/4" single wire 13/00	32500	12500
no (att)	300	ceiling fixtures B.C. 40/50	20000	15000
	19	side wall fixtures 60/100	114	1900
		Tapes, solder, etc	1000	
			254256	66406

In making his estimate, Draper performed the job mentally. First he noted the outlets required and made a table of them on Sheet No. 1. Under this he itemized his material with the cost, referring

ESTIMATE				
Name <u>Hayes Co. Warehouse</u>				Sheet No. <u>2</u>
				Est No <u>927</u>
ITEM	QUANTITY	DESCRIPTION	MATERIAL	LABOR
	40	ft 2 1/2" conduit 40/11	1600	600
	200	ft 2" " 30/10	5000	5000
	200	ft 1 1/2" " 22/05	4400	1600
	400	ft 1 1/4" " 20	8000	2500
	10	2" LTB	50	
	20	2" LTB	20	
	5	1 1/2" LTB	40	
	10	1 1/2" LTB	12	
	30	1 1/4" LTB	32	
	40	1 1/4" LTB	10	
	4	2 1/2" LTB	35	
	allow	Wages for Conduit	2500	10000
	200	ft 4" R.C. 40/05	1800	1000
	120	ft 2 1/2" " 26/03	5120	3600
	1500	ft 1" " 22/02	36000	3600
	800	ft #2 " 14/02	11200	1600
	1200	ft #4 " 10/01	12000	1200
			105440	15760

to his records for labor expense on installation. On Sheet No. 2 he listed the main and feeder work, including the conduit, wire and pipe fittings

bonding firm. At first there was some hesitation about guaranteeing Draper on his first large contract. Tom presented his estimate as proof that he knew how to go at his work. His figures were looked over carefully and his prices and labor figures compared with filed data. Then several firms with which Tom had done business were consulted as to the promptness of his payment on bills, and the bond was issued.

That landed the job. Tom then called up the local labor union, asking for extra men for his new job. The union could furnish him with half the number he needed and he asked his

regular men to find him the rest. Each of them knew many in the trade in surrounding towns, and in a week Draper had within two of the required number. For the balance of the labor required he depended upon overtime pay to attract the boys to keep on working through Saturday afternoons and Sundays.

Next he arranged for his material. To avoid crowding his shop with extra material, and to save the cost of extra loading and carting he made out a schedule of deliveries directly to the job, so that material would be received two weeks before it was needed.

This allowed for the delay which was certain to take place somewhere between the jobber and the job. The jobber agreed to follow the schedule closely.

Cash payments on material were arranged in monthly installments, the dates corresponding to the dates when Tom would receive his checks from the owner. In order to keep cash available for Saturday-night wage payments, Draper arranged his initial deposit on material through a local bank.

Each week as the job progressed Draper checked things up. He noted progress of work in detail and compared it with the schedule he laid out at first. He also noted exactly how much he had spent on labor, comparing the actual installation costs with his figures as given on his estimate. His little "trial balance" each week kept him in close touch with things as they really stood.

And although to-day Draper is handling many of the larger jobs each month, he still sticks to the weekly checking up, believing that there is nothing more beneficial to the contractor than an accurate knowledge of where he stands. Such a "business speedometer," he declares, is worth maintaining.

Hit the Line Hard

IN THE BATTLE OF LIFE a punch is fully as important as in ring battles. If you have force of mind, the courage of your convictions, the weight behind your wallop, men will respect you and hesitate to come into conflict with you. Things done in a brisk, forceful manner, with evidence of reserve energy, cannot fail to create respect. A clear, powerful, logical, hard-hitting mind is the greatest asset any man can possess. Hit hard and sharp and put all your weight behind the blows. Don't be an egg cracker.—Selected.

ESTIMATE				
Name <u>Hayes Co. Warehouse</u>				Sheet No. <u>Total</u>
				Est No <u>927</u>
ITEM	QUANTITY	DESCRIPTION	MATERIAL	LABOR
		Sheet 1—circuit goods	154256	66406
		Main & feeder	105440	15760
	6	lighting panels total	15000	3000
	1	box board 6 switches	15000	2500
Panel	4	motor switches	6000	2000
	2	Main and Box light	7000	2500
			315446	73766
			63366	
			482002	
		Certificate	15000	
		Truck & cartage	2000	
			455502	
		Overhead 20%	9211	
			46326	
		Profit 10%	3522	
		Sub	46326	

The totals from the circuit, main and feeder work were carried forward to the last sheet, where the panels, switchboard and elevator switches were added. With overhead and profit the bid stood at \$6,408

Trade Harmony That Comes with Fishin'

How the "Ananias Fishing Club"—The "Get-Together" Organization of Richmond (Va.) Contractors—Which Has the Central Station Sales Manager and a Jobber's Sales Representative as Leading Members—Has Cemented Friendly Relations in the Retail Trade of the Virginia Capital

THE man you went fishing with all last Saturday and with whom you are planning to go again next week is likely to be a pretty good sort of a business competitor when you and he both come to submit bids for the same job at 9.30 o'clock on the morning of the intervening Wednesday.

That's what the electrical contractors of Richmond, Va., have found out, and the success of their all-electric fishing club down on the Chickahominy River near Richmond proves the practicability of the idea—for the club has been productive not only of a lot of good fishing, but of a lot of good friendships, too.

Heads of electrical contracting firms who didn't know one another to speak to are now close personal friends as a result of these weekly fishing excursions together. Men who formerly thought themselves too busy to stop even an hour or two for recreation are this summer giving every Saturday over to sport with the rod and reel.

Besides benefiting from the freshened energies that come with such relaxation, these contractors are meeting their business competitors under the man-to-man conditions of the big outdoors, and so are learning to know each other in a new way. Competition in business, of course, is just as keen as ever among the members of this contractor-fisherman club—but after

the contract is actually awarded the good fellows who didn't get it cheerfully turn in and tender any equipment they have to help the lucky winner. And at other times there is an informal exchange of credit information that has been worth sound dollars to every member.

astic leaders is J. B. Dunn, city salesman for a Richmond jobber.

Naturally, most use is made of the club's fishing facilities during weekends. Leaving on Friday night or early Saturday morning, the intrepid fishermen spend Saturday and sometimes Sunday at the clubhouse, which



One of the forms which competition takes among the Richmond (Va.) contractors, where the best fisher and not the lowest bidder carries off the prize. From left to right the disciples of Izaak Walton shown are W. B. Catlett, electrical contractor; C. R. Winston, commercial agent for the Virginia Railway and Power Company; W. B. Jennings, electrical contractor, and J. B. Dunn, city salesman for the Tower-Binford Electric Company

While the club's membership is made up chiefly of the leading contractors of Richmond—men like W. B. Catlett, W. H. Jenks, E. M. Andrews and W. B. Jennings, the principle of co-operation throughout in the industry is thoroughly recognized, and the local central station contract agent, C. R. Winston is a member of the club, while one of its enthusi-

is located on the Chickahominy River, twenty-seven miles from Richmond. For its simple quarters here the club pays \$4 a month rent. Besides sleeping quarters a boat house is provided and there are two rowboats, each complete with oars and stern motors. Members of the Ananias Fishing Club pay only nominal dues—\$10 initiation fee and 50 cents a month.



The sleeping quarters and boathouse of the Ananias Fishing Club on the Chickahominy River, 27 miles from Richmond



Sometimes members bring their families. The picture shows the Jenks and Dunn families ready for an afternoon's sport

CAPTURING A NEW TOWN

Corporal Daly Helps the Brass Tack Brigade and the Contractors in an Effort to Secure a Franchise from a Nearby Suburb

By FRANK B. RAE, Jr.

IT was a glum crowd of contractors that I found gathered in the office of Al Davis, commercial manager of the Combination Gas & Electric Company.

In the center of the group was a man I recognized as "Big" Little, blacksmith and Mayor of Gardendale, a near-by town in which the Combination Company was seeking a franchise. Gardendale had never had electric service. Previous administrations of the village, controlled by Boss Tierney, had tried to "hold up"

now, Mr. Davis, yer franchise has gone blooey."

"What's the weeps?" I asked. "I thought you had that franchise all buttoned up."

"We did," replied Davis. "We had the franchise as good as passed. We'd outlined a campaign to wire the whole benighted burg. Every contractor in this town was going to get in on the job—us fellows to do the soliciting and carry the deferred payments, and the contractors to do the wiring. We had everything fixed, and now —."



In the center of the group was a man I recognized as "Big" Little, blacksmith and Mayor of Gardendale, a near-by town in which the Combination Company was seeking a franchise. Gardendale had never had electric service. Previous administrations of the village controlled by Boss Tierney had tried to hold up the company whenever it had suggested running its lines there. The election of Little, a so-called "reform" Mayor, had given Davis his opportunity, and it had been expected that the franchise would pass the Town Council at the coming meeting

the company whenever it had suggested running its lines there. The election of Little, a so-called "reform" Mayor, had given Davis his opportunity, and it had been expected that the franchise would be passed by the Town Council at the coming meeting. But apparently something had gone wrong.

"Yea, they got me good," Little almost sobbed. "'Twas this guy Tierney that done it. He's been threatenin' t' get me ever since I beat his man Dineen outen the Mayor's job. An'

"It was dirty work, too," explained Jim Lenox. "Somebody 'phoned Little on Sunday to meet him in the back room of Jones's place. Little goes there—a boy sets down a drink of whiskey in front of him and in rushes two or three harness bulls and pinches him for buying liquor on Sunday. Cheap frame-up, I call it."

"An' you fellas know I don't never drink whiskey," whined Little, "I'll always take a shell o' beer."

"The point is," went on Davis, "that our good friend, the reform

Mayor, is out on bail and the chance of his putting our franchise through the Council is nix."

The half dozen contractors present muttered imprecations against Boss Tierney, who had, by this low trick, virtually robbed them of many hundreds of dollars' worth of profitable business. And it was a big disappointment to Davis also, for he had spent many months in trying to develop co-operation with these contractors. He had seen in Gardendale the opportunity to "line them up" and show them in practical fashion the advantage which all would gain through team work. "We men in the electrical business must realize," he had said to them, "that every minute we spend in fighting among ourselves is a double loss—we lose all the profits on the business we *don't* get, and we make less profit on the business we do get."

* * *

"WELL," I said to Davis, "I must be going. Wish I could stay and help you out, though I don't know what I could do."

"Where you headed for?" he asked.

"Burlington. By the way, I may run over to Plattsburg to see Micky Daly while I'm there. Any word?"

"Micky Daly? You bet! Say," he said excitedly, "maybe Micky can get us out of this scrape."

I must explain for the benefit of those who are not acquainted with the Brass Tack Brigade, as the commercial men of the Combination Gas & Electric Company are called, that Micky Daly was a little red-headed Irish solicitor whose territory "acrost th' tracks" was the city's political incubator. It was in this district that mayors, councilmen and bosses received their training: it was here that Micky had "learned the ropes" till he was become, in fact if not in title, the company's political "fixer." And Micky, at the outbreak of war, had thrown up his good job to go a-soldiering. He was Corporal Daly now.

"You know the situation," said Davis, as I reached for my bags. "Explain things to Micky and see what he suggests."

THERE was less red tape than I had expected involved in reaching Corporal Micky at the Plattsburg camp. Within an hour we were settled in a quiet corner of the Champlain Inn and the story of the Gardendale franchise told.

"It isn't the franchise that's worrying Davis," I explained, "for, as a matter of fact, the cost of the extension at this time will make Gardendale a losing proposition for several years. But this extension means a big bunch of wiring jobs for the contractors. Davis believes, and he's made everybody in the company believe, that it's up to us to work with



"Is that you, Tierney? Th' top av th' mornin' to ye. Yer right, I'm learnin' how t' fight up here at Plattsburg, an' whin I come back I'm a-goin' t' clean ye out."

the contractors. Their prosperity goes hand in hand with ours. Every wiring job they do means more business for us."

"Ye talk like a cake av soap," commented Micky. "Th' lovely sentiments ye express on th' subject av co-operation is about as original as them hylo-graphics on th' pierymids of Cheops. Av course we want t' work with th' contractors! Likewise we want air t' breathe an' food t' eat. Annyman what can't see th' truth o' that should be fed t' th' squirrels."

"Well, what do you suggest? Can we do anything to get that franchise?"

"Sure," replied Micky, "I'll telephone fer it. Will ye have it passed

by a majority av one, or d' ye want it unanimous?"

"Quit your kidding, Micky—this is serious."

"Yis, it's about as serious as inheritin' money. Come to th' telephone."

We hunted up a booth and after some delay Micky got his connection. The ensuing talk was a liberal education in ward politics.

"Is it Tierney I'm talkin' to?" yelled Micky at the instrument.

"Tierney—Terrence Tierney—yes, it's himself I wud talk to."

"Who am I? Say, young feller, can't ye see who I am? I'm Micky Daly o' th' Cabbage Patch an' I kin knock th' concrete off'n yer shoulders in two rounds. That's who I am. Now, put Terrence on that wire!"

"Is that you, Tierney? Th' top av th' mornin' to ye. Yer right, I'm learnin' how t' fight up here at Plattsburg an' whin I come back I'm a-goin' t' clean ye out."

"Why?" say ye. Fer because ye deserve it. Now, listen, Terrence. It's about that Gardendale franchise. We want it passed."

"Yis, I know all that. Ye want to take th' hide offen that renegade Little an' nail it to th' barn door. I'm with ye on that. I'll help ye any day ye start after that guy. But, listen—we want that Gardendale franchise, see?"

"Ye won't? Terrence, me b'y, permit me t' disagree with ye. An' I'll tell ye why: Do ye remimber when th' owld mother brung ye from Athlone, an she kept ye at school while she did th' wash fer rich folks, an whin she got sick and could'nt wash an' the landlord swore t' evict her, who was it paid th' rint and sint a baskit av groceries an a ton av coals? Terrence, it was owld man Dowd—him as owns th' Combination Gas an' Electric Company."

"Terrence, me b'y, 'tis owld man Dowd wants this franchise."

"Thank ye kindly. An' say, Terrence, just have 'em pass it by a majority av three votes. 'Twill strengthen me with th' boss if I sind word that th' vote'll be sivin t' ten. He'll think I know my business. Thank ye, Mr. Tierney."

* * *

Within a month, 68 houses were contracted to be wired in Gardendale.

The Combination Company's engineers swore feelingly when they figured the war time costs of the new extension, but the "Old Man" stood by Davis and insisted upon the lines being run.

"We'll get our money back some day. In the meantime, instead of the contractors having business 'as usual' they've got a good deal more than usual. That's another part of the investment that will pay us."

A Patriotic Tableau with Fan and Floodlamp

The opportunity for the electrical contractor to help in fostering a healthy national spirit is presented every time a group of people come together for a public meeting in his town. His move is to offer to install



With floodlight and electric fan—a patriotic opportunity for the electrical contractor, who can install electrically fanned and lighted flags at public gatherings

at the meeting place a flag waved and lighted electrically.

The mounting of a flag in assembly hall or banquet room is comparatively simple, and the installation of the fan and floodlamp may be accomplished in a few minutes. At the annual banquet of the electrical contractors of Pennsylvania this year a striking effect was obtained when all of the main lights in the room were turned off and a young woman attired as a Red Cross nurse stood by the brilliantly lighted flag to sing "The Star Spangled Banner." As a means for introducing an appeal for Red Cross funds the plan is one that may be applied with good effect anywhere in the country.

HOW THE SMALL ORDER ROBS THE BUYER

Some Facts and Figures to Show that the Dealer-Purchaser as Well as the Jobber Loses in Money and Time When the Order Is Not Large Enough to Pay Its Cost of Handling

By W. E. BAYARD



Whether an order is valued at \$3 or \$300 the goods must be selected, packed and shipped. The small order must go through the same routine as the large one. Ten orders take twice as much time as five, and a lot of labor and expense can be conserved by intelligent buying

FOR some time back the jobbers of electrical supplies have had a lot to say about small orders. They receive too many of them. In the neighborhood of 65 per cent of all the orders that come to the jobbers of this country to-day are for small quantities of material that bill for less than \$5. The percentage is increasing. And on every shipment of this size that goes out of his stock the jobber loses money. This cannot go on indefinitely and the man who buys should realize it, and also that small orders cost him something, too. Here is a point the contractor and dealer have been overlooking.

The situation with the jobbers briefly is like this:

In the old days—say ten or fifteen years ago—the competition of service was not developed to such an exaggerated and extravagant degree as we see to-day. Fewer manufacturers were selling direct to every contractor and dealer. The jobber's salesman traveled through his territory, say, once a month and sold enough to properly stock each customer. The dealer and the contractor carried a reserve sufficient for his needs. He ordered in standard packages because he needed them. He bought enough to justify a shipment. But times have changed.

To-day in many cases somebody's salesman drops in every day. The parcel post has come. The express rates have come down to meet the parcel post rates. And because he is being so continually solicited the buyer has gradually fallen into the pernicious habit of splitting up his business, and ordering day after day to care for individual jobs and to fill the small needs of the moment. The man who a few years ago would have thought twice before he asked the jobber to express him a \$5 order, will let some jobber's salesman wire in for a dozen sockets that he happens to require in a pinch and out they come by parcel post. "Fine business," says the customer. He doesn't know that it has meant a loss—that order—to the jobber and to himself as well.

A careful study of conditions in the jobbing business in this industry was made a little while ago to determine just how many of these unprofitable small orders are handled and what they cost. The results of this analysis were reported by O. D. Street, assistant general sales manager of the Western Electric Company, before the Jobbers' Association. It had been found that at present the electrical jobbers of the country are rendering about 50 per cent of their bills in this small-order business that altogether

totals only 5 per cent of their entire sales. In other words, one-half the cost of all the work of handling orders and shipping goods is really caused by this one class of business which only figures one-twentieth of the sales. And if this volume of small orders actually is responsible for one-half of this expense, because to handle it requires added labor, then surely full one-half the cost should be assessed against it—which means that every one of these orders would show a loss.

SOME DEFINITE FIGURES ON THE COST

And that is just what happens. In reality it costs more in the sales department, but that is naturally indefinite. When you come to costs in getting out the goods, however, it is not indefinite. For every order that comes to the jobber through the mail or telegraph, or by a salesman—whether it calls for goods worth \$3 or \$300—must be handled through the system over the same routine. It must be edited, written up, priced and extended. The goods themselves must be selected, packed and shipped out either by the express company's truck or by delivering to the post office. Then the bill must be made out, posted in the books and mailed. Each individual order must be handled and a

staff that can put through 1000 orders in a month cannot be called upon to handle 2000 orders in the same time. And if the capacity is just 1000 orders, and one-half of these orders are small orders, then surely one-half of all this cost of handling orders should be charged against them. Then what happens?

THE AVERAGE COST OF HANDLING AN ORDER

It has been found that the average cost of putting a bill through a jobbing house—that is, the total cost divided by the actual number of orders—is approximately \$3. It is \$3 on an order for \$1 worth of goods, but the profit on this sale will average not above 25 per cent. The difference

high cost of buying bit by bit bites back both ways. It doubles up this overhead expense at both ends of the deal. It's wasting money for the man who buys as well as for the man who sells, and this is easy to be seen. What is the routine when a contractor gives an order to a jobber?

WHAT EACH ORDER MEANS TO THE MAN WHO BUYS

When you find you need some more material for any job, what do you do? You do just sixteen things, perform exactly sixteen operations, all taking time and costing money:

1. You find out that you need the stuff, when somebody tells you or you notice the shortage. You check it up and make sure that it isn't in the

11. The delivery is entered in the stockroom receipts.

12. The bill is entered in the books.

13. A voucher is drawn to pay it.

14. You sign the check.

15. An envelope is addressed and stamped.

16. The check is mailed out.

Of course, some of these operations are but momentary and means hardly anything to any man in time or money—one time. But when you think by weeks, by months, across the year, this matter of your purchasing begins to figure into a valuable proportion of your time, your stenographer's time, your bookkeeper's time, and your stock clerk's time, and you see that ten orders will take just twice as much of it as five orders, and that a

Why the Jobber Loses Money on Small Orders

These tables, based on an analysis of the cost of filling orders made by an Eastern and a Western jobber, show just what it means when you send in a small order. Here are the figures—what it costs to fill orders of different sizes and what the profit averages. And the jobber is not the only one who loses money on small orders, as the article shows.

THE EASTERN JOBBER

Amount of Order	Less than \$5	\$5 to \$10	\$10 to \$25	\$25 to \$50	\$50 to \$100	\$100 and Over
Percentage of orders (or number in 100 orders received)	56	14	16	8	6	2
Total amount	\$93.58	\$99.57	\$256.23	\$306.95	\$376.72	\$333.66
Selling price per order	\$1.74	\$7.11	\$15.76	\$36.11	\$68.49	\$168.33
Cost of goods per order	\$1.14	\$4.86	\$11.73	\$29.34	\$56.32	\$148.74
Profit per order	\$0.59	\$2.24	\$4.03	\$6.76	\$12.17	\$19.58
Average number of items per order	1.57	2.48	3.11	3.58	4.35	5.36
Average actual weight, pounds	4.3	26.3	59.3	94.0	134.0	81.4
Average actual box cost	\$0.056	\$0.222	\$0.339	\$0.211	\$0.109	\$0.090
Operating cost per order	\$0.98	\$1.75	\$3.00	\$5.40	\$8.89	\$22.19
Operating cost in per cent of sales	56.7	24.6	19.1	14.9	12.9	13.1
Gross profit in per cent of sales	34.4	31.5	25.5	18.7	17.7	11.6

THE WESTERN JOBBER

Amount of Order	Less than \$5	\$5 to \$10	\$10 to \$25	\$25 to \$50	\$50 to \$100	\$100 and Over
Percentage of orders (or number in 100 orders received)	34	16	27	10	8	5
Total amount	\$69.02	\$117.28	\$164.67	\$373.30	\$639.62	\$1208.11
Selling price per order	\$2.03	\$7.33	\$17.21	\$37.33	\$75.20	\$208.47
Cost of goods per order	\$1.35	\$5.04	\$13.10	\$29.93	\$62.03	\$237.47
Profit per order	\$0.68	\$2.29	\$4.11	\$7.40	\$13.12	\$31.00
Average number of items per order	1.46	2.13	2.71	4.00	5.45	9.60
Average actual weight, pounds	9.6	48.0	130.0	245.0	554.0	1014.0
Average actual box cost	\$0.018	\$0.048	\$0.080	\$0.090	\$0.158	\$0.379
Operating cost per order	\$1.13	\$1.78	\$3.21	\$6.14	\$12.26	\$37.18
Operating cost in per cent of sales	55.6	24.3	18.6	16.4	16.3	13.8
Gross profit in per cent of sales	33.5	31.2	23.8	19.9	17.4	11.6

just has to come out of some other bigger sale that comes along from someone else. I have seen the statement of one Eastern jobber where the loss on every order taken that is billed for less than \$5 is just exactly 38 cents—and this class of orders averages just 53 $\frac{3}{4}$ per cent of all the orders that he handles. A Western jobber's figures I compared and found to show a loss of 45 cents on such business, though his percentage of these small orders is lower—34 per cent. The average loss will vary with the jobbers, but the fact remains. The small order loses money for the jobber. It doesn't pay its way. It is lugged along at the expense of proper profits on other business. And this is economically wrong and should be stopped. It can't and won't go on indefinitely.

What can be done? It seems to me a change will hardly come until the man who buys appreciates that this

shop. This may take only half a minute or some time.

2. You give the order verbally to a salesman, or by dictating a telegram or order form. This may occasion quite a little talk and hold you up on other work.

3. Somebody watches for that order till it comes and often wires or writes about it.

4. You receive a notice that it is shipped. You read the notice and keep it as a memorandum till the goods come.

5. The goods come in by parcel post or by express or you receive a freight notice and have to send for them.

6. You open the case or package.

7. You send the material to the job or put it in stock.

8. A bill comes in, you open it and read it.

9. The bill is checked against the order and for price.

10. You approve the bill.

lot of labor and expense can be conserved if you will cut out this small order habit and buy a little more intelligently with just a little bit of forethought carefully applied.

THE JOBBER ASKS ONLY THAT THE SMALL ORDER PAY ITS WAY

It isn't that the jobber objects to filling the small order. He is glad to fill it—but it ought to pay its way. It isn't that the customer is taking an unfair advantage of him when he asks the jobber for \$1 worth of goods; it is freely offered and he takes it, but he wastes too much in doing so. It costs him too much overhead, and at this time when every one of us is honestly attempting to save what waste he can, bear this in mind.

Why should the jobber ship you goods and lose more money than he charges you by doing it? And why should you fritter away your own time by letting a bad habit fool you?

Electrical Trade in Middle West Ready to Organize

Discussions at the Peoria Meeting of the Illinois Electrical Contractors Point to a General State of Readiness on the Part of All Interests—Central Stations, Contractors, Dealers and Jobbers—to Co-operate for the Better Distribution of Electrical Merchandise and for More Amicable Trade Relations

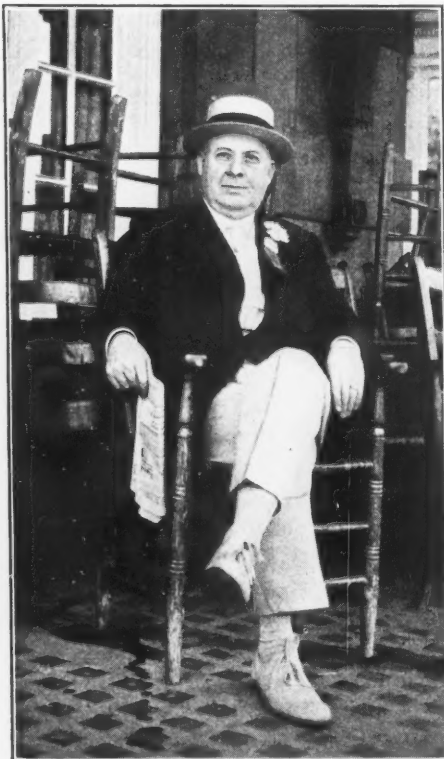
By L. C. SPAKE

A NUMBER of very unusual things happened at the annual meeting of the Electrical Contractors' Association of the State of Illinois, at Peoria on June 22-23.

First, and most important, the meeting went on record as heartily favoring active participation in the big national movement now on foot to better organize the electrical industry, an outline of which comprised the leading article in the last issue of ELECTRICAL MERCHANDISING.

Second, five far-seeing central station men, representing companies which control the bulk of the electric utility investment in Illinois, pledged themselves unreservedly to support the plan in their territories.

Third, jobbers were anxious to aid the movement and offered the services of their own salesmen to help sell memberships to build a real Illinois contractors' association.



Col. Robley S. Stearnes, known nationally as president of the N. E. C. A. and locally in New Orleans as "Duke of Electricity," brought North with him his famous sunny Southern smile

Fourth, the Chicago Telephone Company sent an engineering representative to show contractors how to make more money by wiring buildings for telephone service.

Fifth, the now common "outlet" method of figuring small wiring jobs was given a hard knock, and a better plan using units of construction was suggested.

And sixth, Robley S. Stearnes of New Orleans, president of the National Electrical Contractors' Association, and William L. Goodwin, who, as has already been recounted in these columns, organized the industry on the Pacific Coast, were the guests of honor of the Illinois Association. This is the first time a national president has attended an Illinois State meeting.

But the mere enumeration of these points, unusual as they are, does not convey an adequate idea of the progressive spirit of the meeting. Every interest in the industry—and all branches were represented—showed a marked disposition to adjust any former trade differences and to work together for the common good.

President J. N. Pierce of Chicago opened the meeting with the statement that the aim of the convention was to lay plans that will revolutionize business methods in the industry.

THE CONTRACTOR-DEALER COMING "INTO HIS OWN"

Col. Robley S. Stearnes of New Orleans, president of the National Electrical Contractors' Association, in what he termed a heart-to-heart business talk declared that the contractor-dealer—the man in the industry who has heretofore been kicked from pillar to post—is about to come into his own.

Colonel Stearnes predicted that the industry will be organized so that each branch will perform its logical function. The manufacturer will be a manufacturer and will distribute his goods to the jobber. The central station will confine its energies to making

and marketing electricity, and the contractor-dealer will become the recognized merchant and retailer in the trade. Already the manufacturers and jobbers and the central stations are properly organized, continued the speaker. The contractors must organize along similar lines to carry out their share of the program.

Following Colonel Stearnes' inspiring address, William L. Goodwin of New York was introduced as the man who is out to organize the industry on a practical commercial basis. Mr. Goodwin told about the reform on the Pacific Coast, and made a plea to the contractors to organize local associations and state associations which will be inter-related with the National Electrical Contractors' Association and which will have as their purpose the study and discussion of problems of the industry. Their meetings, he declared, should deal with the topics



Caps will be worn at conventions this season and the hands will be carried behind the back. Perry Boole of the Electric Appliance Company and Walter Hoagland of the Western Electric Company also carry smiles



The Illinois association's executive committee, just after completing its deliberations. This august body was so much alive to its responsibilities that it "got up" two hours earlier than its co-workers, on the morning after a hard night's session, in order to hold its business meeting. The man who smokes cigars and carries the association papers is J. N. Pierce of Chicago; Mr. Crawley of Peoria, at Mr. Pierce's left prefers cigarettes; the solid, thrifty looking citizen in the center of the group is E. F. Pendergast of Rockford; Mr. Blumenthal of Chicago, and L. B. Van Nuys of Peoria, compose the left flank of the company

which will make better business men of the retailers who are failing today through ignorance of these topics. Mr. Goodwin cited the advantages accruing to the entire trade as a result of this concerted action. He urged upon the Illinois contractors, in no uncertain terms, the necessity of a similar program.

Among the representatives of the several Illinois electric light and power companies who were asked for an expression of views on the pro-

posed trade organization were: F. H. Scheel, Public Service Company of Northern Illinois; W. F. Lyon, Commonwealth Edison Company; T. D. Buckwell, Central Illinois Light Company; H. C. Schimpff, Illinois Traction Company, and C. F. Snyder, Bloomington & Normal Railway & Light Company. The opinion of this group of utility men was well expressed by Mr. Scheel, who said that unconsciously he had been employing principles in his co-operative dealings with contractors that tended to accomplish just what this organization plan aimed to do, namely, to make the retailers better business men. He said he was heartily in favor of the movement and would be of all possible service in his territory in connection with membership campaigns for the contractors' association or in any other way in which he might serve.

Offers of co-operation were also received from jobbers. As the result of these addresses and expressions of opinions from many branches of the trade, the contractors decided in executive session to appoint three committees to carry forward the work. One will meet with the Illinois State Electric Association; another will work for increased membership; and still another will be a committee on co-operation to meet with Mr. Goodwin. It is expected that these committees will be at work within the next sixty or ninety days and will

have the movement in shape to launch shortly.

Other topics of general interest which were presented at the convention were: A paper, "Proper Provisions for Wiring Buildings for Telephone Service," by J. M. Humiston, Chicago; a paper, "Unit-Price Estimating vs. Outlet Estimating," by Walter Collins, Milwaukee; a paper, "Show Window Lighting," by Norman Hickox, Chicago; and a paper, "Contractors' and Central Stations' Co-operative Campaigns," by C. F. Snyder, Bloomington.

The association's committee on concentric wiring which reported to the executive session was dismissed, because it is thought that live interest in concentric wiring no longer exists.

As for entertainment! Well, the Peoria boys were on the job. There was an enjoyable automobile ride to Ye Olde Tavern out on the pretty green bluffs overlooking the Illinois River. Dinner and dancing at the Tavern made the evening seem too short. On Saturday evening the banquet was a very marked success and drew favorable comment from several visitors on account of the fact that it was "bone dry."

The following officers were re-elected for the ensuing year: President, J. N. Pierce, Chicago; vice-president, J. C. Marron, Rock Island; secretary, L. B. Van Nuys, Peoria; directors: M. N. Blumenthal, Chicago; J. M. Crawley, Peoria, and E. R. Pendergast, Rockford.



It's funny that match won't light. It worked all right yesterday. Walter Collins, Mr. Reader. Mr. Collins, you know, used to serve the Chicago contractors as secretary of the Faraday Association



One of the bright lights of the convention—Norman Hickox, who used to sell electric appliances to Oklahoma Indians and is now doing his bit for national defence by speeding up the production of floodlights

Electrical Merchandising

The Monthly Magazine of the Electrical Trade

Volume 18—July, 1917—Number 1

PUBLISHED BY MCGRAW-HILL PUBLISHING COMPANY, INC., NEW YORK

The Audience Before You

DID you ever shut your eyes and think about the public as an audience, all gathered right before you, come to hear what you will say? What would you say? What would you tell them—about your store, about the things you sell, about yourself?

It is the rule with many advertising men that when they write an ad, a letter or a folder, they picture to themselves that they have just come into an office where a man sits, that they have only five minutes to tell him the story—and then they tell it. This is a good rule and it applies particularly to the man with an electric store. The public, after all, is just a lot of people who are ready to be interested in what the merchant says, if he is interesting. It is an audience. He has a chance to make a speech. What should he say?

Most men will tell their story in a human way and to the point when they are talking to another man. But when it comes to talking to the public, they become confused and waste the opportunity.

It simplifies the matter, therefore, if you will just shut your eyes and think what you would say were it an audience you were addressing or whether it was just one man before you.

Try this plan the next time you sit down to write an ad.



Trimming the Business Ship

GEORGE FITCH, who was an inveterate motor-boater, used to tell how one day when he was a mile from shore he suddenly discovered water rising at a lively rate in the engine pit. Heading his craft for the nearest land at top speed, it took only two glances at the water rapidly creeping up onto the engine to convince George that he was in for a race against time in a sinking boat. He threw wide the throttle, but higher and higher rose the impouring flood—and with it George's hopes sank. Finally, with the boat 200 yards from shore, some vital engine part was wetted, and with an expiring "chug" the gasoline motor gave up the battle. Believing it would now be only a matter of seconds before the craft would go under, Fitch tore off his clothes, preparing to swim, and leave his nobby new launch to the little fishes. To his astonishment, however, the boat settled no further. One minute—two minutes—passed, and still the water level stood just where it was when the engine stopped. Unshipping an oar, the thoroughly puzzled boatsman

paddled reflectively to the nearest bank, and then set about to investigate.

And there he found that the discharge pipe of the engine cooling water had become disconnected inside the boat, so that the engine all the while was cheerfully pumping the contents of the river into the little vessel. And obviously—though George didn't know it—the faster ran the engine the bigger was the stream that came pouring aboard, threatening to sink the ship.

Many a merchant who sees his stocks moving slowly tries to speed up business by heavy and injudicious buying. Such methods—if he only knew it—simply tend to sink him all the deeper with additional dead load. The prudent retailer, finding trade light, will guard himself against loading up with additional merchandise, and will instead devote redoubled efforts to making move the stocks already on his shelves, thus safeguarding both his own interests and the interests of the manufacturers and dealers from whom he buys.

For that is the essence of good business ethics and good merchandising.



It's Getting the Net That Counts

MR. McFOLEY is one of the leading restaurateurs of a New England village. Recently he purchased a cash register.

The documents of the first trade to be recorded were a 27-cent check and a five-dollar bill. The proud proprietor rang up \$5 and paid out \$4.73 in change. When the next customer presented a ten-spot in payment for his check of 35 cents, Mac poked the \$10 key. Thus things progressed through the day.

That night upon checking up, the owner discovered that according to the machine he ought to have \$250 on hand, although a careful inventory of the cash drawer revealed only \$17.39. It seemed advisable to call his assistant into consultation.

"Terrance," said the boss, "have yez taken anything outen the new cash register to-day?"

"Sure," admitted the younger food manipulator, "I took me carfare home."

McFoley considered for a moment.

"Where do yez live?" he inquired significantly, "Australia?"

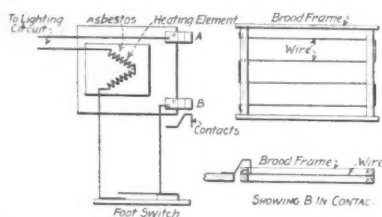
But, like Mr. McFoley, many a man in charge of a business, large or small, is ringing up gross receipts on his cash register, and, like him, is looking at volume of sales instead of net profits. He may not fail, as the Irish restaurateur did, into the error of punching the \$5 key every time a \$5 bill is tendered in payment of a 27-cent check, but if he is measuring his business by its mere volume instead of by its net results, he is likely to come up short some day with the same sudden disappointment that the café proprietor did when he looked into the cash drawer. For, after all, as Mr. McFoley learned, it is "getting the net" that counts.

Selling Electricity to the Bee Culturist

By H. H. FENTON

A business man of Blue Rapids, Kan., keeps a moderate-size apiary as a side line. Much time was formerly required in placing the comb base on the brood frame, until one day the writer, happening to drop in, watched the work being handled in a crude way with a roller, and advanced the idea of "doing it electrically."

The brood frame shown in the sketch is threaded with a fine wire running crosswise four times, upon which is mounted the wax sheet used by the bees as a base in making the brood cells. The proposed scheme was to heat the wire electrically, thereby melting the wax in contact with it and allowing it to settle down



A momentary contact furnishes sufficient heat to imbed the wax in the frame

and imbed itself. This was accomplished by connecting the wire in the frame in series with a circuit carrying about 5 amp.—an old flatiron element serving as the resistance.

On a board 14 in. long and the width of the frame were mounted the two bent strips A and B, and the heating element C, the latter being placed on a thick asbestos padding. A spring lever switch, operated by the foot, leaves the hands free to make adjustments. The cycle of operation is as follows:

The sheet of prepared wax is placed upon a light board and the brood frame placed upon it, resting on the cross wire. The board is then brought up in position so that the hooked strips A and B make contact with the ends of the wire. The spring switch is next closed with the foot and held thus until the wire warms very slightly, i.e., until the wax in contact with the wire starts to melt. Then the circuit is opened, and the wire at once cools and is left neatly imbedded in the wax comb, making the frame ready for the hive.

This is a small energy-consuming

device, pulling about 500 watts momentarily, but the principle behind it is of genuine value. This man is going to do some valuable local advertising and much will result from this one little "do it electrically" hunch.

Post Your Newspaper Ads in Your Show Window

R. C. Lynn, president of the Michigan Brass & Electric Company of Lansing, Mich., not only is a firm believer in newspaper advertising, but knows how to get the most from such publicity.

"We have made a practice of putting a card in our window display," says Mr. Lynn, "on which is pasted a copy of our weekly newspaper ad. In this way we reach not only the people reading the paper, but also a great many others who will learn to look for our ads in a short time. We have been able to trace profitable sales to this idea."

"Sell It in the Kitchen"—a Slogan with a Moral

A dishwasher may be sold in a showroom, or by mail, but it can't be used in either of these ways. The Walker Brothers Company of Syracuse, N. Y., maker of such an electric machine, is not in favor of washing dishes by correspondence and has adopted the slogan:

"SELL IT IN THE KITCHEN"

as a pointer toward the type of salesmanship that proves most satisfactory with a product of this kind.

A Hint for Early Fan Sales

Just prior to the Fourth of July of last year a Middle West electrical dealer in his advertising featured a picture of a typical merchant's window display in which an electric fan produced a miniature hurricane to whip the American flag across the show window. Each ad explained just how such a patriotic window display could be arranged, and it was suggested that since summer was so close at hand and electric fans would be needed anyhow, the immediate purchase of a fan for window display purposes would not be a bad investment. A number of

fan sales were traced directly to this campaign, although no fan weather was actually experienced until well into July.

"The House of Hustle"—and What's In a Name!

There's something in a name—or even a nickname—for a retail electric shop, if that name is selected with care and applied to express the principles behind a progressive business policy.

"The House of Hustle" is the subtitle given its retail business by a successful Dallas, Tex., electrical firm. Unfortunately this store is located on the less traveled side of a principal business street, but this fact has not discouraged these live electrical merchants.

Instead they have gone ahead to make capital out of the misfortune—if misfortune it is—and to-day there is blazoned across the front of their shop, in letters that impress themselves upon the attention of the passing throngs on the more populous sidewalk across the way—"The House of Hustle—The Right Kind of an Electrical Store on the Wrong Side of the Street"—invitation enough to any spirited prospective purchaser to "c'm'on over" and be a customer.



Advertising the Firm with Stickers

By A. S. LINTHIARM

Durham (N. C.) Electric Company

We sell a large quantity of dry cells and flashlight batteries that are delivered all over our county. In order to make each of these batteries a messenger for the firm we had a small gummed label made up, on which is printed:

Sold by

Durham Electric Co.

EVERYTHING ELECTRICAL

Phone : 271 309 W. Main St.
Durham, N. C.

We now attach these labels to all goods leaving our shop and find that it pays to keep our address and phone number before the users of electrical goods.

Keeping the Sales Score Before the Men

One of the progressive central stations of Pennsylvania which holds brief morning "get-together" meetings for its salesmen has mounted a large blackboard in the room in which these meetings take place. On top of the blackboard appears the legend "It Can Be Done," and under this are listed the total sales of each commodity for the current year to date. Each morning the men report sales for the previous day and the figures on the board are changed at that time. In addition to this, a record sheet is issued each day showing the record of each man. The sheets are filed in the meeting room and serve to keep up a healthy and friendly rivalry.

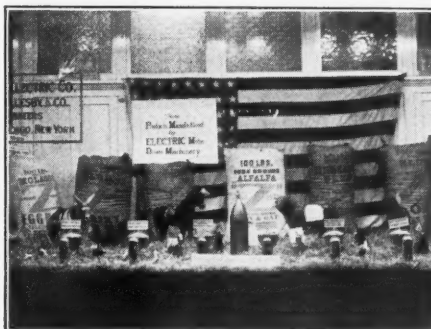
Simplifying Wiring Diagrams

The average wiring diagram means nothing more than a jumble of lines to the layman, and to meet this difficulty one manufacturer of small lighting plants has recently used an interesting method.

His diagram was to show the main connections between generator, battery, switches and rheostat, and the conventional diagram presented a puzzling appearance to the uninitiated. Accordingly he photographed each unit to be shown, and after mounting retouched prints of the parts on a big sheet of bristol board he drew in the connections between the several pictures, and photographed the whole group, conveniently reduced. The result was a layout that could be followed by a boy of ten.

Getting an Advertisement Read

This is a good offer to make regarding a newspaper advertisement, and it may be incorporated in a little boxed space at the foot of the ad itself. Say that to anyone who will bring in a clipping of your advertisement pasted on a sheet of paper with a statement on the back reading, "This advertisement was read to me by So-and-so" and this statement signed by ten adults in as many different families, you will give a certain souvenir. This plan may be carried out regarding a single ad, or it may be made the regular policy of the store respecting all newspaper advertising.



One of a series of displays of electrically made products of local manufacturers which the Mobile Electric Company has been running with much success

Displaying Electrically Made Goods in Power Company's Window

A. D. Quackenbush, general superintendent of the Mobile (Ala.) Electric Company, is responsible for a series of displays in the windows of his company which are designed to exhibit products manufactured by electric power supplied by the Mobile company. One of the recent displays shows the complete line of products made by J. Zimmermann & Company, manufacturers of feeds. It also includes a 5-in. shell manufactured by one of the local firms, which

at this time attracts a great deal of attention. The exhibits are proving very popular with the public.

An All-Electric Church Social

When a city's electrical interests get together and arrange an evening's entertainment history shows that success is a fairly certain result. How an "all-electrical social" may be arranged in co-operation with a church organization was demonstrated in Philadelphia recently.

At an entertainment under the auspices of the Guild of St. Martin's Church, an illustrated lecture on the "Triumphs of Electricity in Transportation, Industry and Commerce" was delivered by Charles M. Ripley of the General Electric Company. Following this, Miss Gertrude H. Shearer of the Philadelphia Electric Company gave a talk on "Modern Uses of Electricity in the Home." Music was furnished by a Columbia electric Grafonola, and electrically prepared refreshments were served.

Here's a plan that will work in every town. The details may be varied to suit local conditions, but every city has the materials to work with—churches and electricity.

An Electric-Flag Fund that Everybody Helped Raise



An electric flag sign which represents the patriotism of every class in the city has been installed in Greenville, S. C. All good citizens—rich and poor, young and old, white and black—contributed to the fund. The sign cost \$547, and this amount was raised by popular subscription, including contributions from well-to-do residents, business men, school children, both white and colored, college students, laborers, etc. The sign carries 456 lamps and its operating cost is met by the city

Making a Customer of the New Tenant

By JOHN A. WATT

Lamp Department, Albert D. Manning Company, Atlantic City, N. J.

AT EVERY opportunity I tie on the fixtures of vacant houses and apartments a tag giving the size lamps best suited to the fixture. On the other side is written:

"Call Bell 418—Ask for John—Lamp Department."

The company's name and address also appear on the card. When a call comes in from this source we usually get several other jobs, such as connecting portable lamps and putting in base plugs.

\$

Curing Poor Salesmanship with a Correspondence School

By H. W. CLARKE

Publicity Division, Westinghouse Electric & Manufacturing Company

OFFICERS of a central station property serving eighteen towns and maintaining a retail store in each complained that the education of its retail clerks presented a most difficult problem. The clerks were handling a variety of different material and were far from proficient in dealing with prospective customers for household appliances. After real money had been expended in sales promotion to bring the customers to the store, orders were lost through poor salesmanship.

As a remedy the writer suggested a correspondence course in appliance salesmanship to be handled from the general manager's office and to include in its student list all of the retail clerks. A suitable prize was offered semi-monthly to the clerk submitting the most convincing sales talk, in conversational style, on the various appliances.

Descriptive literature and condensed talking points on each device were sent out every other week, with an announcement of the particular appliance to be featured during the next two weeks.

The scheme has proved very successful and it is believed that a marked increase in over-the-counter sales will accrue as a result of a better understanding of salesmanship and the products handled which each clerk now has.

\$

Using a Check for a Coupon

By JAMES HANSON

IF I were going to start an electric range campaign and offer a special inducement to the first 100 (more or less) customers who contracted for a range, I would offer the ranges at the standard price at which I intended



selling them during the year, and instead of a coupon I would attach a special check to each letter sent to my prospects, this check to bear on its face the statement that it would be accepted at face value only as a part of the first payment on the range. Such a plan would cost slightly more to carry out than a printed coupon scheme, but I believe the results obtained would pay many times over for the extra trouble in fixing up the checks. It would take strong will power to keep a person from going to the company's office and cashing such a check.

\$

Dealer Attracts Business with Free Cord Repairs

By R. N. MURRAY

Logansport, Ind.

WE ADVERTISE our offer to repair cords for electric irons free of charge, and we have SOME cords to rejuvenate. Incidentally I'll bet we sell more iron parts, coils and plugs than all of the other dealers in our city put together. It brings us dozens of new customers and makes us every woman's friend.

\$

Driving in the Value Idea

By W. H. WELLS

Advertising Manager Edison Electric Illuminating Company of Brooklyn, Brooklyn, N. Y.

IN ORDER to bring out the value idea of electric service, we are advertising in the daily newspapers. Each day we take up one point, telling what a cent's worth of electricity will do. For example, in one ad we stated that for that modest expenditure the morning coffee can be prepared in an electric percolator.

In another we explained that a 50-watt tungsten lamp can be operated for two and one-half hours at the same low cost. We feel that it is advantageous to show how much can be done electrically at small cost under the reduced rates in Brooklyn, and the favorable attention the publicity has attracted has been well worth while.

How Households Can Finance Purchase of New Vacuum Sweeper

By STUART ROGERS

Valley Electrical Supply Company, Fresno, Cal.

WAR-TIME makes us all think how we are going to sell the higher-priced electrical specialties. The public will buy Liberty bonds for the country, but for them to continue to buy home liberties is another question. Here is a way that's getting them, for a while at least.

We have been selling a high-priced suction sweeper for \$5 down and \$5 a month. Fine, but along came the war.

Now we are selling these cleaners on a basis of 16 2/3 cents a day, and this is what we say to them:

Father can cut out 6 2/3 cents a day for cigars, mother rides only one way downtown in a jitney, and brother's and sister's allowance is each cut 2 1/2 cents a day.

Now we are selling as many machines as before.

\$

Building Trade with Personal Publicity

By HARLAND MAXWELL

IN A PENNSYLVANIA CITY there are four brothers who own a retail merchandising business. Some time ago they decided that their business should build up faster. Each therefore agreed to speak to five strangers every day, telling, in the course of the casual conversation with each person addressed, something about the firm's unusual facilities, and suggesting a visit to the store. They carried on this personal advertising outside of the office, speaking to men in cigar stores, on street cars, in hotel lobbies, and, in fact, anywhere they happened to be. The plan has proved very successful and their business has enjoyed a correspondingly steady increase since they began to tackle their twenty prospects a day.

\$

Meeting the "Movie" Man Half-Way

By J. H. MOSELEY

Texas Power & Light Company, Dallas, Tex.

THE Texas Power & Light Company is offering a prize in one of its districts to the lady customer who submits the best suggestion for a short film featuring the advantages of electric cooking. By advertising extensively the name of the theater at which some similar films are being shown in order to give the customer an idea of what to write, the company has induced the picture show proprietor to run the films without charge.

HINTS FOR THE CONTRACTOR



Ideas on Estimating, Stock Keeping, Shop and Construction Methods, and Collections

Getting "Leads" from the Day's News

The fire started beneath one of the six elevators when a gasoline torch used by workmen in making repairs came into contact with grease. The flames communicated to the greased tracks on which the elevators run, shooting up to the top story.

This is part of a newspaper clipping which tells how the lives of 2000 girls were seriously endangered by a fire in a loft building. If the repair work had been done with electrically heated tools this fire would never have been started. The owner of the building and the occupants of it, therefore, are now first-class prospects for all kinds of electrically heated tools and other appliances.

Salesmen who will follow up such leads, which can be found frequently in the newspapers of any city, will find the results very gratifying.

Teamwork in Dubuque Wiring Drive

When the Dubuque (Ia.) Electric Company determined upon a house-wiring campaign New-Business Manager J. H. Riley called in the four local contractors, and they mapped out a system of team work that brought in fifty contracts in the first week.

Two days before the campaign was begun letters were mailed to each of the owners of unwired homes outlining the offer to wire five rooms of any house for \$3.15 a month. Twelve payments were to be made, and with each contract the company gave an iron.

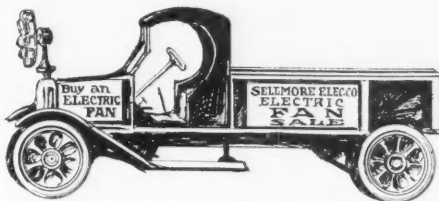
The contractors worked together and decided on standard fixture sets for kitchen, bedroom, bathroom, dining room and living room. Then they bought all their goods on one order for the purpose of getting the best possible price. All outlets in excess of regular equipment were put in at \$1.50 each.

Wide publicity was given the campaign with billboard, newspaper and theater-program advertising. The central station handled this matter

and also financed the contractors. As each contract was brought in, the company paid the contractor cash, less 7 per cent, which was retained for carrying the account.

Using the Advertising Space on Your Truck

One way to advertise a fan campaign is to mount one on the radiator of your truck. Taking out the brushes of the fan makes the fan shaft turn easily, and the motion of the car will keep the blades whirling. This attention catching device may be supplemented by signs announcing the special sale. Some contractors and dealers find it a paying plan to have a bulletin rack attached to their delivery cars, so that appropriate signs may be inserted each



A whirling fan on a delivery car makes a good ad and is easily arranged

week exploiting the particular appliance or service that is being pushed at that time.

Checking Batteries Held for Repairs

When members of the McKelvey Ewing Electrical Company of Wheeling, W. Va., read the account of a battery checking system in *ELECTRICAL MERCHANDISING* for October, they liked it so well that they installed a similar system in their own store. The article, which appeared on page 175 of the issue mentioned, described a check board carrying numbered hooks up to 200. With this system the incoming batteries were assigned numbers from the board and correspondingly tagged.

The Wheeling firm has modified this feature and makes a practice of never

assigning the same number twice. In the event of an owner losing his check and taking his battery without it, the danger of a future claim being made on the same check is eliminated through the use of a new number for each battery. Round punchings, which are furnished by the battery manufacturers without charge, are used for the number tags.

As soon as a battery is ready for return to its owner this firm mails him a postcard to that effect and in this way prevents the waste of space due to the storage of goods ready for delivery. A card is made out for each battery upon its receipt by the company and by means of two files, alphabetically arranged and labeled "Ready" and "Not Ready," the status of each battery may be easily checked.

Getting the Customer's Satisfaction on Record

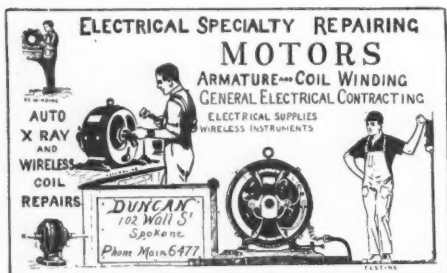
After an electrical job is completed on schedule time the owner or manager in charge is usually in a mood to express his satisfaction with the work and the firm that installed it. It pays to offer an opportunity for the man on the paying side of the agreement to express his sentiments in the matter.

"Whenever we receive prompt payment for completed work," said an Eastern contractor recently in discussing the value of satisfaction, "we say in our letter of acknowledgment that we are greatly pleased with the way in which the customer has lived up to his contract and hope that he may feel as well satisfied with our part of the agreement. It usually brings a cordial 'glad-to-do-business-with-you-in-the-future' reply. It starts some good psychology working for us, too," he added. "After a man has written such a letter and signed it, he feels more than ever that it is true and tells his friends about it."

Using Rainy Days to Sell Ranges

An electric range salesman in Texas has found a way of using rainy days to advantage. He calls on people who use coal and wood for cooking and tells them that with an electric range installed it would be unnecessary to go out in the rain to bring in fuel.

Direct Ads at One Cent Each



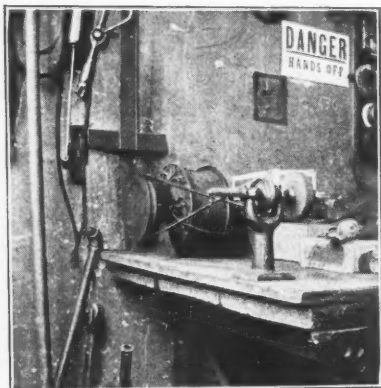
By means of this postcard the Duncan Electric Company of Spokane, Wash., puts its ad into the hands of the prospect at 1 cent "per insertion"

Getting Inspection of Work on Day Job Is Completed

By means of office records the Freeman-Sweet Company, contracting electrical engineer of Chicago, gets the city inspector on the job on the day of its completion. A complete record of the progress of each job is kept in the office of the company, and at any time the amount invested in labor and materials can be known. Also a correct estimate of the time of completion can be made, and notification sent to the city inspector in plenty of time to assure early inspection. The value of this lies in the fact, of course, that any alterations required can be made at once, which assures quick service to the customer.

Rejuvenating a Fallen Motor

When J. W. Bartlett, proprietor of the Sterling Electrical Company of Lincoln, Neb., acquired a 500-volt, direct-current fan motor that had fallen from a ceiling, he discovered a badly bent shaft. As a mover of ceiling fans the motor had outlived its usefulness, but its new owner straightened up the shaft and equipped it with a wooden pulley. Then he mounted it on



After it fell from the ceiling and suffered a bent shaft this fan motor was used to advantage for driving shop tools

his bench and used it to drive emery wheels, buffers, drills, etc.

When low speed is desired a resistance coil, removed from an old meter, is included in the motor circuit, cutting down the speed by half.

104 Uses of Electricity on the Farm

With the idea of furnishing definite statistics on farm uses of electricity, the Society for Electrical Development has issued a list of 104 ways in which the "juice" may be made to serve the farmer. Among the more unusual examples of electrical operation cited are branding irons, milk clarifiers, egg testers, and moth and insect traps.

When a New Family Moves into Town

When a new family moves into town—or even from one dwelling to another—they enter a house that is new to them. The equipment they had in the old home is going to be inadequate in several ways. If the new home has been wired for electricity there is sure to be something electrical the new family will want. One way of getting this new business is to wait for it to come, taking a chance with the other dealers who would like to see it come their way. The other way is to go after it. There is no mystery about the method and no marvelous system is needed. All that is necessary is a tactful and nice-appearing representative, perhaps the proprietor himself, to call at the house when the family is moving in, before they have had time to figure out their needs, and get the privilege to then or later go over the place and take an order for anything required in the way of electrical supplies. The dealer who gets this initial order, even though it may be for only a few lamp bulbs, is going to have an excellent chance of getting later orders for the more important things that will be bought when the family gets settled and knows its needs.

Watch the newspapers for the names of newcomers. Get information from real estate agencies. Write letters of welcome to these people and go to see them personally whenever it is possible. By showing interest in them, even if it is a business interest, you make them feel at home in doing business with you and you will get their

Catching Business on a Paper Hook

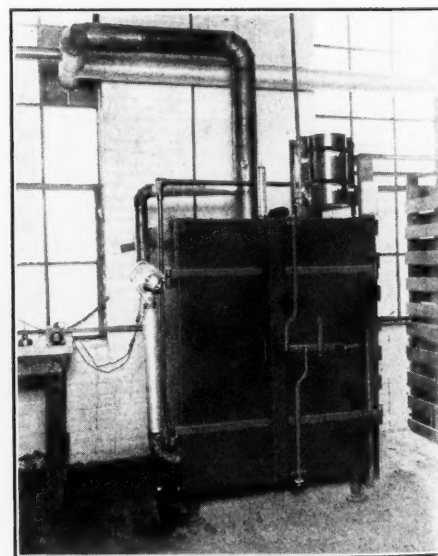


Neat lamp-shaped paper files are being given away by this contractor as advertising novelties. The hook folds back flat when not in use, making the novelty easy to mail

trade. If you want to loan the family an electric grill or chafing dish or something to help get their meals until the range is set up, that courtesy might prove to be a profitable one.

Electric Vacuum Cleaner Used as Ventilating Fan

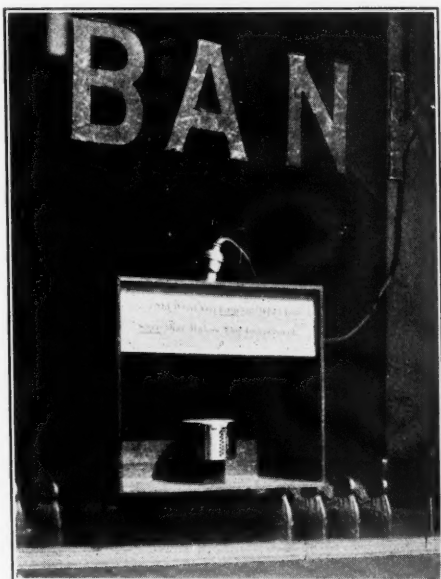
The use of an electric vacuum cleaner as a ventilating fan is the feature of an electric oven installation used for baking armatures by the Frantz Premier Company of Cleveland. After the oven had been installed it was found that dead pockets of air were present when the doors were closed, and that the armatures were not evenly baked. To eliminate this trouble an electric vacuum cleaner—the most readily available air mover at that factory—was installed to circulate the air.



Vacuum cleaner does duty as an exhaust fan

A Bank Window Display That the Contractor Can Make

An effective savings bank advertisement in which electricity adds to the "pulling power" through well-directed illumination is in use at Portland, Me., as shown in the picture. A portable tungsten lamp of low power is mounted behind a screen in a box, at the bottom of which is displayed a bank of the home-savings type. In the evening the coin-catcher is virtually floodlighted by the con-



A box, a coin bank and a portable lamp make this attractive night ad for a savings bank.

cealed lamp, and the entire absence of glare is a most attractive feature of the display.

Tell your bank about it the next time you drop in—it's easy to make and install.

Speeding Up Electrical Work with a Motorcycle

A Connecticut contractor who uses a motorcycle in his work finds that it is proving a paying investment. His machine has a pipe rack and a side-car attachment that holds wire, tools, fixtures or a man, as convenient. The extra seat behind the driver provides transportation for another man and the outfit can travel over anything from macadam to cornfields. As a means of getting material to the job quickly, and taking one or two men from one job to another, the little machine has established its utility on a very economical basis.

An electrical man on Long Island

has hit upon the scheme of carrying in stock storage batteries that will operate on the most common types of motor cars. He keeps these cells charged and when one of his automobile patrons discovers that his battery is exhausted, the dealer uses his motor bike to deliver a "full" battery, taking the old cells back to be charged. His machine is equipped with a delivery case in place of the side car and is fitted with a tank for distilled water and a case containing hydrometer, voltmeter and ammeter.

How Quality Material Pays the Electrical Contractor

"The contractor who spends his time bickering with manufacturers and jobbers about the price of materials will go broke," declares Alfred J. Hixon, president of the Massachusetts Electrical Contractors' Association. "Standards have been established in materials, and prices have been stabilized for all practical purposes. Therefore, the contractor should adopt the kind of materials which he knows to be standard, pay the price asked for that material and then he should pay close attention to his labor costs.

"As a matter of fact, the cost of individual materials, such as insulated wire, means very little in the cost of the job," continued Mr. Hixon. "The contractor who unwisely buys materials at cut prices merely because he can get a lower price, usually submits his bid on the same basis. The net result of such a job is a very small margin of gross profit, which is frequently absorbed in unexpected labor problems and which does not allow any reserve for repairs or replacements which are bound to come from the use of cheap and inferior materials.

“Another important point is that every contractor should establish friendly and co-operative relations with a good jobber, using the jobber in his proper function of carrying the stock and credit, and trusting the jobber to give him correct prices in the constantly fluctuating market of prices on materials.

"The jobber, in turn, will deal with responsible manufacturers, who make materials of standard quality, and charge a fair price. This kind of co-operation from the manufacturer to the contractor gives the contractor

an opportunity to do a good job in every case, at a fair price which carries a profit."

Checking Time and Material On Every Job

Many contractors find that it pays to keep records of time and material on every job they handle, not only to prevent customer misunderstandings, but also to provide a file of data which can be used to advantage on future estimates. The blank illustrated provides an easy way of keeping such information. On one side there are spaces for the customer's name and address, and dates when

<h1 style="text-align: center;">Time and Material Report</h1>				
MATERIAL DESCRIPTION	QUANTITY			
	TAKEN OUT	RETURNED	USED	PRICE
STEEL RAILROAD SPOUR CUTTING	0.76	0.00	0.76	\$98.00
SAND	1.00	0.00	1.00	\$1.00
GRAVEL	1.00	0.00	1.00	\$1.00
CEMENT CONCRETE	1.00	0.00	1.00	\$1.00
TIME WORKMAN		HOURS	MINS.	
TOTAL TIME AND MATERIAL				

Figures on time and material for a given job can be recorded conveniently on this blank

the work was started, finished and inspected. Several lines are left blank for a brief description of the work.

A New Book on "Interior Wiring"

Arthur L. Cook, head of the department of applied electricity of Pratt Institute, and formerly electric power engineer for Westinghouse Church Kerr & Company, is the author of a new book entitled "Interior Wiring." The manual contains practical material intended for electrical workers, contractors, architects and students. Methods for calculating interior illumination are described, together with several illustrative examples. Many motor wiring diagrams are shown for both direct and alternating-current work. The tables include data on the performance and power requirements of several types of lamps, illumination intensity for commercial lighting; current and wire sizes for various motors, and sizes of various fittings. "Interior Wiring" is published by John Wiley & Sons, Inc. The price is \$2.

STORE EQUIPMENT AND METHODS



How to Plan and Equip Your Store
—Systems Used in Successful Merchandising



To Protect Silk Lamp Shades from Dust and Dirt

Lamp shades of silk and other delicate fabrics undergo injury from dust and dirt if left for any time in a salesroom where persons are entering from the street, where doors and windows are opened, or where the ordinary amount of dust is stirred up by daily dusting operations. Even when a vacuum sweeper is used for cleaning the showroom a certain amount of dust is sure to settle on the tinted fabrics, soiling their delicate colors and eventually reducing their salability.

The Carter Electric Company, Atlanta, Ga., has reduced the depreciation on its fine lamp shades by keeping them in recesses partitioned off from its main fixture showroom, and kept closed at all times, when the lamps are not being displayed to customers, by heavy curtain shades mounted on spring rollers. These curtains are kept pulled down when the fixture rooms are being dusted and swept, but can be quickly raised to show the display to a prospective purchaser.

These curtains have thoroughly demonstrated their value in keeping

the lamp shades clean, but J. J. Shivers, vice-president and general manager of the company, suggests that glass windows would be even more desirable, as these would protect the lamps and render the brilliant display visible from the fixture room at all times.

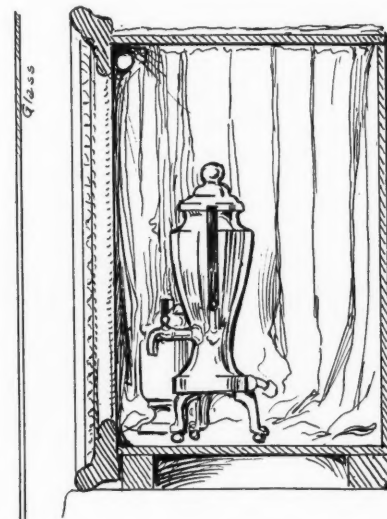
A Cleaning Schedule for the Store Porter

An Oklahoma contractor-dealer who has one of the most attractively-kept stores in that State, early recognized the need for absolute regularity and system in his store-cleaning service. He therefore wrote out a cleaning schedule for his store porter, setting down under each day of the week the duties required of the porter for that day. Regular times were assigned for cleaning floors, mopping, washing windows, etc., and special emphasis was laid on the keeping of all appliances bright and shiny. In the summer months, for example, when street doors are open, the porter is instructed to clean all nickelware daily, while during the winter the intervals between such cleanings are increased to two or three days. As a result the

janitor work now proceeds regularly and the store always presents a neat and well-kept appearance.

Featuring a Single Article in Window Display

A window display that is certain to attract favorable attention is illustrated in the accompanying sketch. The entire window is draped in purple or black hangings, and on the pedestal within the frame a single electric appliance is shown. This is lighted from the side, and shows up brilliantly against the dark background.



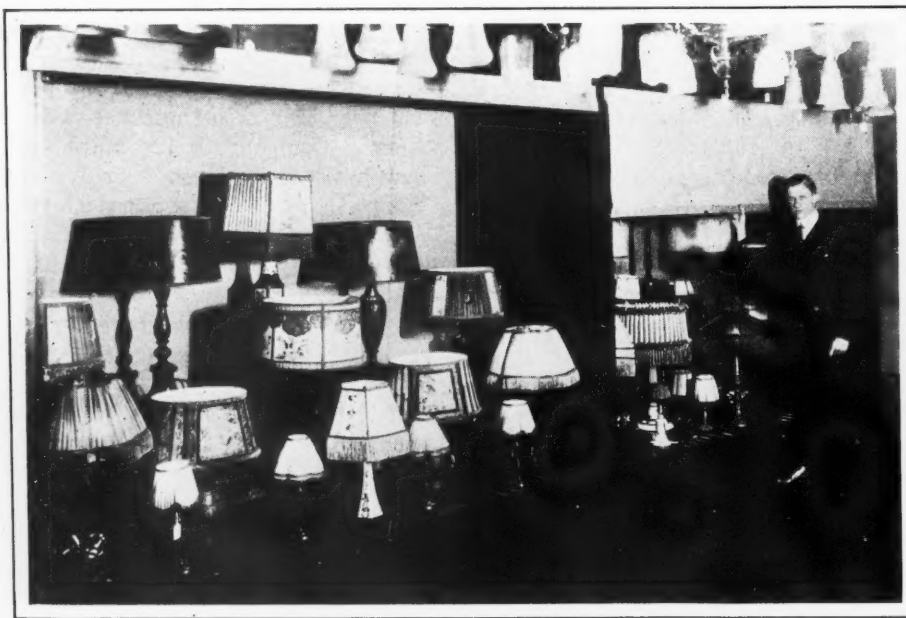
Concentration of the customer's attention is secured by featuring a single appliance against a dark background

Nickel-plated and silver pieces are particularly adapted to this manner of display, and the appliance can be changed daily. Electric irons, percolators, toasters, chafing dishes, etc., are appliances that will fit into the scheme very well.

Lighting by "Wireless" for Your Window

There are many trick windows to be built by featuring a so-called "wireless" lighted lamp. The trick, of course, consists in hiding the feed wires to the lamp. One way of doing this is by fastening tinfoil to the edge of a thick piece of plate glass set on edge in the window with the lamp on top.

The mystery of the feature attracts attention and arouses curiosity. Care

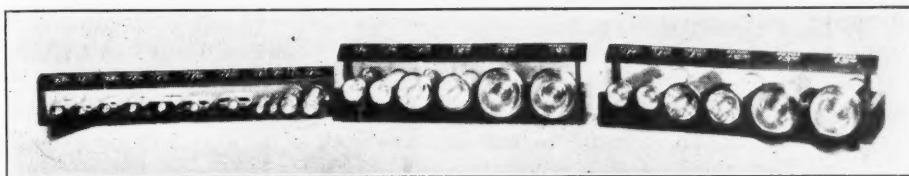


Pull-down curtains protect the fine lamp shades of the Carter Electric Company, Atlanta, from dust and depreciation

should always be taken, of course, to thoroughly protect the circuits so as not to incur the adverse comment of insurance or city inspectors.

A Lamp-Shade Display Table

When Mrs. Homeowner drops into the store of the Angelo Electric Company at Omaha, Neb., to pick out a lamp shade to go with the new living-room rug, she is invited by the



Three racks for flashlights that help the customer make a selection and save the salesman's time by avoiding the necessity of showing each style of lamp separately

salesman to be comfortably seated at a shade display table.

A shade is placed on the table, the salesman then snaps a concealed switch and the shade glows just as it will in the living room. Other shades are brought to the table, until the customer has made her selection.

The magic table has a 4-in. hole in the center, below which is mounted a Mazda lamp and a reflector. The shade is placed over the hole and at the turn of a switch is displayed with a light behind it. The top of the table is covered with dark-colored cloth, so that the shades are made to stand out in attractive contrast.

Convenient Flash Lamp Racks

To facilitate handling of flash lamps the Sterling Electric Company of Minneapolis has special racks made for these devices. The racks are three in number. Each contains an assortment of lamps graded according to size and price. The rack for the smaller sizes carries eleven styles, while the two racks for the larger style each carry six lamps.

The racks are made of oak finished in natural color, and the base in each instance is sawed or carved to fit the particular style of lamp that will be kept in it. Above the lamps a beveled stringer has been added to give an appearance of finish, to provide a place for tacking a card carrying prices and style numbers, and to

afford an easy method of picking up the rack to remove it from the showcase.

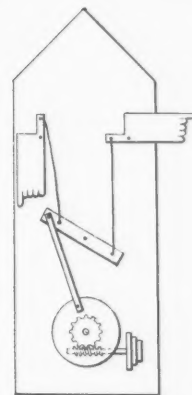
All three racks are ordinarily kept on the top shelf of a showcase. When a customer asks for a particular style of flash lamp or points out a desired kind the salesman can easily lift from the showcase the entire assortment, the units of which are like or nearly like what the customer wants. Thus it is no longer necessary to fish about in the showcase to find the de-

sired article while talking to the customer. The entire assortment with prices fully displayed is placed before the customer in one movement so that selection is made easier for him and the salesman's time is economized. The racks can be built at a cost of about \$3 each.

A Window That Points the Way to Ease

Here's a window display that literally points out the way to better housekeeping. The passer-by sees the cool, comfortable lady with the electric cleaner on one side, and on

the other the fatiguing results of antiquated cleaning methods. A signboard in the center asks the question, "Which?" and proceeds to supply the answer by alternately designating the electric system with a hand marked "The Right Way" and then pointing an accusing finger at "The Wrong Way." The device that points the answering fingers as installed in the Cincinnati store of the Western Electric Company is ingenious enough to warrant a glance be-



A small electric motor belted to this device insures window interest at low cost

hind the scenes. First, the hands are pivoted to the board and a string from each leads to the "walking beam," pivoted half-way down. A simple little crankshaft and connecting rod serve to rock the beam, and a small motor is belt-driven to the pulley to furnish the motive power. Such a "Which" signboard as this can, of course, be adopted to a variety of displays contrasting electric convenience with plain hard work.



This "Which" signboard answers its own question by alternately pointing to the right and wrong ways of cleaning house

The Missing Link in Appliance Advertising

Some Incidents That Show the Vital Need of Local Publicity to Identify the Town Dealer with the Advertised Line—How the Manufacturers Offer Ads and Other Dealer Helps to Make It Easy for the Merchants

By EARL E. WHITEHORNE

A LETTER recently came to the New York office of one of the big electrical manufacturers. A woman living in an up-State New York city wrote in that she had been reading advertisements in the magazines about a certain household appliance manufactured by this company—a new device particularly appealing to the housekeeper. She said:

"Your advertisements have convinced me that I should have one, and I have looked about to see if I can buy them here, but apparently the local people are not selling them. Will you kindly tell me the nearest place I can secure one?"

The manufacturer replied at once, referring her to the principal dealer of her town, but in writing to this dealer to report the inquiry the New York man commented significantly on the reason why the woman had appealed to the maker's New York City office. The situation offers just one more convincing example of the waste of opportunity that is taking place in almost every city today through lack of merchandising team work between the national advertiser and the local dealer. Here's what this sales manager wrote to his dealer in this up-State town:

He said: "The fact that this Mrs. Manning has written direct to us about this appliance indicates to me that we are not tying up your efforts and our efforts as we should in the sale of these goods. Our advertisements in the many periodicals that are read week after week, month after month, in the homes of your city are carrying our message faithfully. We are convinced of this, and you have seen that it is so.

IDENTIFYING ONE'S SELF WITH HIS LINE

"But the fact that this woman writes clear down here to us to find out *where* to buy is certainly evidence that you have failed to identify yourself in the minds of your townspeople as headquarters for these ap-

pliances. This means that the value of this popular advertising of ours is being thrown away, for we cannot expect that many women will have the enterprise and persistence of Mrs. Manning. She was sold by the ads alone and has looked about locally (though not very thoroughly) for the device, and being unsuccessful in her search has now written to the maker."

Most women, however, would be merely *interested* by such publicity. The advertising will suggest the *idea*. Then they will come to your store to see the thing itself, and then you may sell them.

"This Manning letter indicates to me," continued the writer, "that you are throwing away the opportunity that we have been spending a definite part of a very large advertising appropriation to *create* for you, and to put within your reach. You are not advertising this line sufficiently to make your people realize that you are selling it, in spite of the fact that we have taken pains to make it easy and inexpensive for you to do so, by providing an ample variety of advertising materials for your use.

NEWSPAPER ADS, WINDOW LAYOUTS, SIGNS, OFFERED GRATIS

"Won't you look through the campaign manual I am sending you and see what this means? Here are suggestions for newspaper ads. Here are layouts for window displays. Here are window and store signs and folders to mail out that will impress upon the housekeepers of your whole city the advantages of this appliance, and the fact that it is at your enterprising store, where they can see it.

"We offer this material to you without charge and for the best of business reasons. We can't afford to lose the money we are investing in general popular publicity in your town, through our national advertising, and the only way to cash in on it is by attracting the prospects to a local dealer's store where the device may be purchased. In any event you cannot afford to waste this ready opportunity

and throw away the profits that these sales will bring as soon as people know that this appliance can be seen in your shop. Next time, perhaps, Mrs. Manning will not bother to write down to us—and there are thousands of these Mrs. Mannings in your city. We must work together closer in the future."

This letter comes most opportunely and throws the limelight on an issue very vital to the electrical merchant. And the need for him to give more thought to it is urgent.

THE DEALER PROFITS EVERY TIME THE MANUFACTURER DOES

Many contractors and dealers and central stations take the attitude that the dealer-help material that manufacturers offer them should not be swallowed too eagerly. Along comes a booklet or a folder showing some new campaign arranged for local advertising, and the short-sighted dealer views it with suspicion. "Another trick to make money for the manufacturer," he says.

But can't he see that the only way the manufacturer can make a dollar through the dealer's using that campaign is by the dealer selling these goods at retail *at a profit* to himself as well? The manufacturers cannot make a cent unless the dealer sells his goods successfully.

National popular publicity is not intended to sell trial orders to local dealers. Trial orders would not pay a fraction of its cost. The only way such a campaign can be profitable to the manufacturer is for it to be likewise profitable to the dealer. Unless the dealers make good money in the local selling, the manufacturers lose out. Dealer-help advertising matter should not be neglected. It should not be ignored. It is cash-money to be utilized.

And many men fail to appreciate what it all does mean in actual money spent.

Here is a window cut-out offered to the dealer as a display feature. It is lithographed in eight colors. The

art work on that cut-out alone may have cost \$75 paid to the artist. If the individual dealer tried to get up just one for himself, before it was complete he would have spent \$100 easily. But because the manufacturer gets out five thousand of them the cost, complete with the container it is expressed in, may come down as low as 90 cents or 75 cents possibly.

But just the same it is a hundred-dollar cut-out that is presented to you gratis.

Now this is not philanthropy in any sense. It is good business. The manufacturer knows that only through the tying in of the local dealer can the full fruits of national popular publicity be realized. And the only way in which the local dealer can tie in is by supporting that popular pub-

paign to interest the people of the country in a portable sewing machine, a vacuum cleaner or a certain iron. The men and women of your city as they read their magazines notice the ads that catch their eye and quickly tell the things about it. If such an ad appears in the *Saturday Evening Post* or *Collier's* or *Good Housekeeping* or any of the big mediums, the reader *knows* that she can believe this ad. She knows that these publications do not carry ads that offer articles they have not personally looked into and found to be O. K.

So this new fan or washing machine already is indorsed. It has a prestige in her eyes right at the start. And this is worth a lot to you, for when she comes to see it, she does not ask "Which is the best machine?"

est. He expects no more than that it will start people thinking of the appliance, and wanting it, and then make them actively desire to see it. But the ad can't tell them where they can see it. So if any business is to come of it, if any of the huge expense of such widespread publicity is to come back in profit-on-sales, the local dealer who sells the line must supply the missing link.

WHEN THE AD URGES "BUY," THE DEALER MUST TELL "WHERE"

When the ad says to a man in his town, "Buy this!" the dealer must chime in and say, "Here's where you buy it!"

When the magazine ad says to a woman in his town, "You ought to look at one of these," the dealer must

This Western Electric Campaign Manual presents the idea of dealer-manufacturer co-ordination most clearly. If you want to see how the two influences should interweave, send for this book and study it

licity by the use of window displays, newspaper ads, and cards and folders that match the advertisements of the manufacturer.

But since the dealer cannot possibly prepare such printed matter for himself, the manufacturer must provide it for him. And the fact that the important manufacturers do spend such large amounts of money on these dealer-helps is surely proof that they are needed, that the dealer cannot hope to get full value from the national popular advertising that is so constantly at work among his people unless he does identify himself as the convenient local headquarters for the goods.

FROM AD TO BUYING INQUIRY

Just consider how this national popular publicity actually operates in your town day by day. A big recognized manufacturer begins a cam-

and wonder whether your opinion and advice is sincere and based on broad experience. She walks into your place and says, "I want to see that new electric sewing machine that I have seen advertised so much lately." The Western Electric one—or the General Electric, or the Westinghouse, or whatever it is. But *does* she come? And how does she know *where* to come? Now, there's the point.

POPULAR ADVERTISING CREATES "INTEREST"

The manufacturer, in featuring an appliance through broad popular publicity cannot mention in his ad the name of every dealer in every town. The influence and the value of the ad therefore stops short before it has a chance to make a sale. This manufacturer knows that he can only hope that this publicity will create *inter-*

sing out to her "Drop in. I'll show it to you."

There is the combination that sells the goods. The ad alone falls down, because it cannot show and sell the goods conveniently. But the dealer can't expect to get much value from the ad unless he gets behind it and makes it react to him. He must make the people realize that *he* sells these wonderful electric du-funnys that they've read so much about. And every time they see another ad it will remind them of the fact that they can see them at his store. And every time they see his store or read an ad of his it will remind them of the advertised device that they have wanted to see.

YET THE DEALERS STILL HANG BACK

And so, year after year, the manufacturers extend, improve and amplify this dealer-help advertising sup-

port and urge their local distributors to utilize it. But unfortunately hundreds of these dealers hang back and won't even ask for it. Some take it and then don't use it when they get it, though they know that real cash money has been spent for it. And then what happens? Men and women in their towns keep reading about these appliances, but they don't see anybody selling them. They don't know where to go to look at this or that, and each time that a magazine ad says "Buy!" subconsciously they answer, "But I don't know how!" and nothing comes of it.

But think of what it means—this popular publicity—to every dealer. Each week, each month, the people in his town are reading more and more about the goods he sells, without a cent's expense to him. By Thursday, when the *Saturday Evening Post* comes in, for instance, he knows that thousands of the folks who will be passing his window every day will read the ads of the electrical manufacturers. Well, suppose a friend of his should say to him, "Bill, I've just been talking to Mrs. Jones about that sweeper you sell. Tell her about it

when you see her!" What would he do? Yet here is a similar situation, where a friend (the manufacturer) had told a thousand people about his goods in the same way. Why doesn't he follow it up? Why does he lay down and refuse to help a little in this effort to help *him*? The manufacturer will show him what to do and when, and how to do it, and provide all that he needs to work with.

THE ALL-COMPLETE CAMPAIGN MANUALS OF TO-DAY

Look at the campaign manuals that are sent to the dealers nowadays! They show the ads that will be published in the different magazines and the dates when they will be read in the homes. They offer cuts and copy for the dealers to run in the local newspaper so that his own ad will tie right up to the other. They offer layouts for a window trim that also will be like the ad, and act as a reminder. They offer window posters, store signs, folders to send through the mail, a full equipment—all laid out to cash in step by step on the influence of the national popular publicity. All that the dealer has to do is follow the directions, use

the stuff and take the profits that without such local application he can never hope to gain. Why should he hesitate?

And every week, month after month, the opportunity, the need, increases. National publicity is cumulative. It piles up like a snowball. It is educating people step by step to want all these electrical appliances. But they will not come right to you unless they know that you are the recognized headquarters for the goods. And you as a wideawake dealer must make it so.

ANOTHER CASE OF THE HIDDEN LOCAL DEALER

One day not long ago a woman walked into the New York salesroom of another of the big manufacturers. She asked to see an electric range that had been advertised extensively. "I have been reading the ads in *Good Housekeeping*," she said, "and I want to buy one." She picked one out and paid for it in cash.

When the salesman heard that she lived in one of the largest cities in Connecticut he was surprised. He asked, "Why didn't you buy this range right in your own town?"

"I tried to," she replied, "but at the lighting company's office the young man I talked to said he didn't know anything about this range, so I thought I better wait until I came down to New York and talk with you. I knew that if *Good Housekeeping* indorsed it, it was all right."

The pity of it! When this manufacturer is spending good hard dollars to interest the people in that town, why can't the dealer there make himself known? Why should he throw away this opportunity and profit, that cannot find him if he hides himself?

Helping the Dealer to Profit by National Advertising

"The Show's Started" is the title of the folder issued by the Westinghouse Electric & Manufacturing Company, which follows the opening gun "Your Movie" and further describes the national advertising copy the company is running in popular magazines. The folder gives the dates when the ads will appear and tells the dealer how to clip his profit coupons from the campaign. Mounting the double page ads in the front

Westinghouse

RESIDENCE AND COMMERCIAL FANS

Getting Cool Breezes by Wire

When it's ninety in the shade and the four winds fall, you only need lift your finger and your Westinghouse Electric Fan starts a breeze that never fails.

But to think of that breeze as having sprung solely from your fan is to disregard many important factors that insure your comfort in hot weather at low cost.

Those gentle zephyrs that are always at your call really had their beginning in a power plant perhaps miles away and came to you by wire.

Thus you owe a debt not alone to your electric fan and those who devised and built it, but also to those who made possible the power plant and the transmission lines over which the breeze may be said to take its course.

Those who are familiar with the history of electrical development know what an important part Westinghouse has played in this great work—the economical production and distribution of electricity.

WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY
East Pittsburgh, Pa.



Which Fan?

There can be no doubt in your mind when electric fan buying if you are guided by the experience of the manufacturer.

Twenty-one years of quality fan building, wrought into every Robbins & Myers Fan, should mean something to you.

It relieves you of all uncertainty—makes your fan purchase a sure bet—insures you full value and service for your money.

The guarantee of all this is the well-known flag on the guard—a sure sign of fan quality everywhere and always. Look for it.

There's a Robbins & Myers Fan for every use—ceiling, desk, wall, oscillating, non-oscillating, ventilating—for operation on direct or alternating current.

THE ROBBINS & MYERS CO.
Bridgewater, Ohio
Distributors and Agents Everywhere

Robbins & Myers Fans

The Sign of a Breeze



These ads, clipped from a current issue of the *Saturday Evening Post* are some of "the voices" that are talking to the people in your town about the merchandise you sell. But, of course, they do not tell the public to go see the goods in your store. You must supply this missing link in national popular advertising

window, it is pointed out, helps to bring the general rays of publicity to a buying focus.

Society of Lighting Fixture Dealers

An organization which it is expected will eventually be a useful factor in the electrical trade was formed on June 15, in the rooms of the Electrical League of Cleveland, namely, the Lighting Fixture Dealers' Society of America, comprising dealers in lighting fixtures throughout the country. The very enthusiastic first meeting was attended by representatives from fifty or more Detroit, Kansas City, Buffalo and Cleveland dealers. Letters of encouragement were also received from dealers in all parts of the country expressing sympathy with the objects of this society in seeking betterment of trade conditions and in the endeavor to place the fixture business upon the plane before the public which it is entitled to occupy. The organizers intend that the body shall fill a long-felt want, and a permanent organization has been effected with the election of the following officials: President, C. J. Netting of the C. J. Netting Company of Detroit; vice-president, H. E. Paxson of the Robertson-Cataract Electric Company of Buffalo; secretary, J. A. A. Hamilton of Cleveland; treasurer, H. E. Pauly of Walbridge & Company, Buffalo; members of the executive committee, George H. Barnes of Detroit, George E. Rogers of the Sterling & Welch Company, Cleveland, and R. O. Fritz of Kansas City.

'Making Architects' Bulletins Standard Size

While a large number of electrical manufacturers and jobbers make a practice of mailing bulletins to architects, not all of them know that the standard file for architects is made to take paper 8.5 in. by 11 in. Nearly all architects' offices keep a file for manufacturers' bulletins, and if the literature is printed on standard-size paper there is an excellent chance of its landing in such a file. On the other hand, a prominent Boston architect asserts that the cost of the odd-size literature his office throws away in a year would pay the rent.

Practical Advertising Helps Prepared by Society for Electrical Development

In line with the Society for Electrical Development's energetic activities to help build up better advertising and merchandising methods for its members, it is issuing a monthly Sales Service. Besides containing many useful selling ideas for the retailer, these monthly manuals serve as handbooks of the publicity-helps for central stations and retail merchants, which the society now has available for members, in the form of newspaper ads, cuts, window hangers, etc.

The August issue which is now ready for distribution contains 32 pages with a supplement window hanger. Several pages are devoted to "ad" suggestions, presenting attractively the all-round uses of electricity in summer. Next, to help the retailer get on a firmer business foundation there is a discussion of the subject of costs in relation to price. Four timely window displays this month show fans. Another page gives directions for making an electric flag. Reading items on popular electrical subjects for local newspaper use are also

shown. Two features of special interest to the electrical contractor and fixture man are the pages of sample plans for house wiring, showing base-board outlets, etc., and the review of "period" designs in fixtures. The society offers to send a copy of the monthly Sales Service to non-members on request to its office, 29 West Thirty-ninth Street, New York City.

A NEW BOOKLET ON WINDOW DISPLAYS

"How to Make Your Show Window Pay Your Rent" is the title of a useful and attractively compiled collection of window-dressing ideas also just issued by the Society for the use of its members. The keynote and purpose of the booklet are well expressed by the opening paragraph which salutes the reader thus:

"There is *one space* in your store that is valuable above all others—

"Yes, ten times more valuable—

"*Your Show Window!*"

"It is worth all the *time, money, care* and intelligent thought you can put into it.

"The best window display is that which sells the most goods—not the one which *shows* the most or entails the greatest expense. It is the *common-sense* window."

Period Fixtures



MODERN LANTERN

From the beginning of recorded time, turning darkness into light has been a human artifice. From the age of our primeval ancestors, we have been trying to find a substitute for the sun—to devise a "man-made" daylight.

But, as creatures of habit, worshippers of mode and style, the practical side of the illuminating question is often sacrificed to exactness in design, which we rule must harmonize with our home fittings and furnishings. For, "One may as well be dead as out of style."

From each of the important ages or periods in history, we inherit a distinct style of architecture with its accompanying fittings and furnishings. Incidentally, each offers its individuality in lamps and lighting fixtures.

In both our exterior and interior schemes of modern application of "period" styles, we follow closely the type of Colonial, English, Italian, Renaissance, or whatever it may be; and in lighting fixtures we subserve ideas of design only to the utilities of the one great illuminant—electricity!

This is a wonderfully fascinating subject and large enough to involve a lifetime of study. Therefore the few numbers admitted by our limited space here offer but a suggestion of the wealth of creations our modern electrical fixture houses have on display.

The modern lanterns used today in halls and corridors are very similar to the old lanterns of iron carried by watchmen a couple of centuries ago, but in the modern fixture, glass has been substituted for horn and tungsten lamps for the tallow candle or smoky oil wick.



ELIZABETHAN

The Gothic style (1100 to 1550) is full of Christian symbolism. At first crude and heavy, it yielded later to a highly ornate form of treatment. This bracket fixture illustrated is a good example of the "Perpendicular Gothic." Beginning with 1200, walls of houses were wainscoted and painted and often decorated with romantic, biblical or legendary subjects. Raftered ceilings were common.

Elizabethan (1558-1603) reflects the Italian spirit. This was an era of paneled rooms and stuccoed ceilings. Oak prevailed. Painted linens and hangings, tapestries and embroideries hung on side walls.

Georgian (1714-1820). In the reign of the early Georges, there was a mania for everything French. From 1720 to 1730 there was a popular preference for elaborate gilt fixtures.

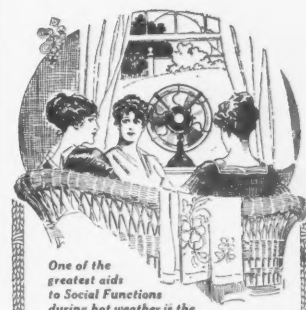


COLONIAL

Colonial (1770-1800). This little bracket is a good type of the cottage Colonial style of New England. It was during this period (about 1750) that glass lamps first came into favor. This fixture shown is modeled after an early Colonial oil lamp. The glass shade is an adaptation of the astral lamp type of 1778. White woodwork was very popular during this period and this bracket is particularly harmonious to such finish.



GOthic



One of the greatest aids to Social Functions during hot weather is the

Electric Fan

First of all, it transforms what might otherwise be a "wilted," "melting" or "deal" into a careful arrangement of dress, allowing one to appear in cool, perfect trim.

And then, it is the very essence of WELCOME when, as a guest, one enters a room made invitingly cool by "electric breezes."

Hot weather gets a wonderful setback when the Electric Fan starts!

For the practical side of living—work, study, household labors, professions—the Electric Fan is a natural incentive for increased effort.

There are scores of Electrical hot weather helps but the best of them go hand-in-hand with the Fan.

You can't dodge the hot weather. Take it coolly!

Our Fans start at \$6.00.

—f.o.b. YOU.

(Your Name and Address)

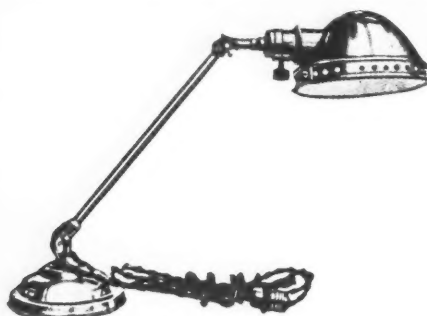
One page of the August Sales Service of the Society for Electrical Development (reproduced above) offers its contractor-dealer members some interesting notes on period design in modern lighting fixtures, prepared from a historical background by Miss Grace Hadley of the Society's staff. At the right is shown one of a number of sample newspaper advertisements offered to members, to whom cuts are also furnished on request.

NEW MERCHANDISE TO SELL AND WHERE TO BUY IT

*Appliances, Socket Devices and Wiring
Supplies Which Manufacturers and
Jobbers Are Putting on the Market*

A Glareless Light Screen for Portable Lamps

The F. H. Trimble Manufacturing Company of Los Angeles, Cal., has developed the light diffuser shown in the accompanying illustration. This device



Any metal shade can be fitted with this diffuser

throws a soft light, doing away with all glare. It is made in various sizes and can be attached to any metal shade. The metal part is brush-brass finish, and the glass is sanded.

An Electrically-Driven Vacuum- Cup Washing Machine

The new electric washing machine recently brought out by the Wayne Manufacturing Company, 100 Sidney Street, St. Louis, Mo., operates on the vacuum-cup principle. The process of alternately sucking and forcing soapy water and air through the fabric is claimed to



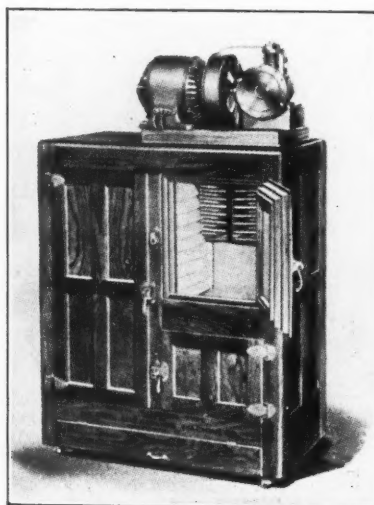
One lever gives complete control of this electric washing and wringing machine

do a very thorough job of cleaning. The galvanized vacuum cup consists of a one-piece steel stamping with corrugated sides to give a rubbing action on

the clothes. The driving mechanism which is mounted on the lid of the tub causes the vacuum cup to oscillate as it moves up and down, changing the position of the clothes with each stroke. Control is so arranged that lifting the lid of this machine automatically shuts off its operation. Wringing and washing operations may be carried on at the same time or separately, and the ringer is reversible. A quick releasing device is provided so that in case clothing becomes wrapped about the roll it may be removed without tearing. A Robbins & Myers motor is used for driving the outfit.

Electric Refrigerator for Home Use

Motor-driven refrigerating apparatus that can be placed on top of an ordinary ice box is being manufactured by the National Self-Cooling Machine Company



The ice man never upsets the butter in this electric refrigerator

of Youngstown, Ohio. It consists essentially of a motor driving a compressor and a fan. As the pump draws the refrigerating fluid from the refrigerator into the radiating coil the fan blows air away from the coil and over the compressor. A thermostat regulates the temperature of the refrigerator and is ordinarily set at 38 deg. or 40 deg. Fahr. It controls the motor, which under usual conditions runs from three to six minutes in every hour. An ice-making attachment that will make enough ice for the general requirements of the household is supplied with the device. The refrigerating fluid is not inflammable and is not poisonous to inhale.

Electric Water Heater for Kitchen Tanks

A combined circulating-type water heater and temperature control device which may be attached to any ordinary kitchen hot-water tank has been developed by the Automatic Electric Faucet Company, San Francisco, Cal. No heating coils are used in this apparatus, the heat being produced by electricity passing through the water between a carbon cylinder and a graphite electrode. Either 220-volt or 110-volt alternating current can be employed satisfactorily,

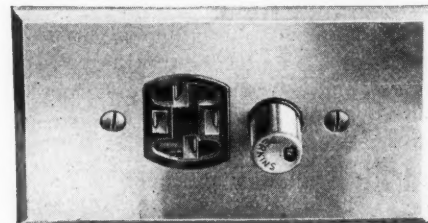


Electric heater can be fitted to any water tank

and the power demand can be adjusted by changing the size of the electrodes. A Kercher temperature-control switch is used.

A Combined Current Tap and Light Switch

A combined outlet and switch from which current may be tapped for the usual electrical appliances is being manufactured by the Bryant Electric Company of Bridgeport, Conn. In connecting this combination device into the circuit, the line wires may be attached to either end of the device. When wires are tapped to the switch end the receptacle controls the combination as well as the out-going circuit from the switch proper. If the wires are connected to the receptacle end of the device, current may be taken off through the receptacle irrespective of the position of the switch. The switch will then control only its own

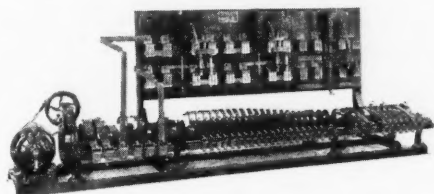


This device combines an indicating switch and current tap

outgoing circuit. The type of switch illustrated has but one button, and the condition of the switch circuit is made apparent by the words "on" or "off."

A Remote-Control Switch for Sign Flashers

A remote-control switch for use on electric sign flashers is being manufactured by the Betts & Betts Corporation, 511-513 West Forty-second Street, New

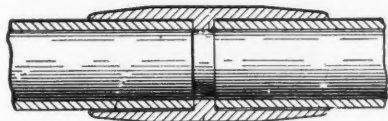


Each of these flasher switches will "make and break" 100 amp. three times a minute

York City. In this device one magnet is used for opening the circuit and one for closing, a feature which, it is claimed, makes it impossible to burn out the magnets. The contacts are interchangeable and secured by one screw, making it easy to introduce changes in flashing order and to install new sectors.

Conduit Coupling That Aids Driving Through Walls

A tubular slip coupling for conduit pipes has been developed by M. Blumenthal, 50 Church Street, New York City. The coupling consists of a sleeve, the



This slip covering makes a good driving joint for pipe work

outer surface of which is tapered toward each end to form cutting edges. These edges facilitate driving the conduit through a wall or partition. The inner surface is beveled at the ends to permit inserting the conduit readily.

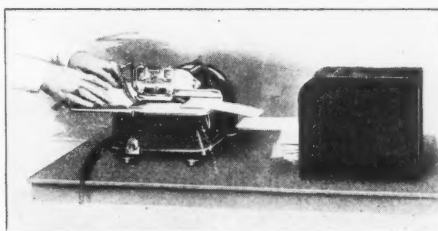
Providing for Lineman's Safety with Closed Fuse Box

A combined disconnecting switch and fuse box for use on distribution lines operating at pressures up to 6600 volts, and carrying 1 amp. to 100 amp., has been developed by the Fisher-Chase Manufacturing Company of Columbus, Ohio. The switch is inclosed in a wooden box which has an arc-discharge relief hole of porcelain in the bottom. By means of a wooden pull-rod on one side of the box the switch can be operated without opening the door. The leverage on the switch-arm end of the pull rod is very short and permits quick closing and separation of contacts, thus minimizing the possibility of arcing without the use of springs. Melting and welding across the terminals is practically im-

possible because of the widely separated poles. With the construction used it is possible for a lineman, after inserting a new fuse, to close the door before closing the switch, thus avoiding the possibility of a fuse blow-out in his face, which might occur if the circuit was overloaded when the fuse was inserted.

Opening 73,000 Letters a Day by Electricity

A motor-driven machine which opens letters by cutting a thread from the edge of the envelopes is being manufactured by the Lightning Letter Opener Company of Rochester, N. Y. It is stated that one of these letter openers has ac-



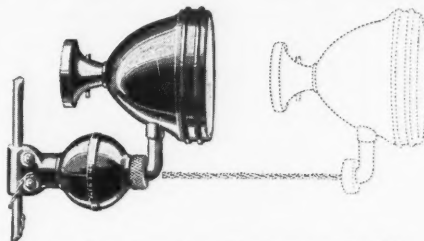
This electric letter opener should interest every business house receiving a large mail

ually opened 73,000 letters in a working day of eight hours.

In operation, the unopened letters are placed on a feed table from which they are fed through one at a time by means of two rubber rollers which pass them by two cutting wheels. The depth of the cut is adjustable.

A Triply-Useful Electric Light for Autos

An electric automobile lamp which may be used as a spotlight, trouble lamp or floodlight for camps and picnics is being made by the Anderson Electric Specialty Company of Chicago, Ill. The lamp and bracket are finished in black enamel, and a 21-cp. nitrogen bulb in

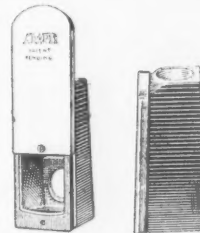


A cord reel makes this lamp a flexible trouble light

connection with a silvered parabolic reflector is used. An adjustable cord reel which operates like a curtain roller is located in the ball casing just back of the lamp, forming an integral part of the bracket. Unscrewing the knurled nut permits the lamp to be withdrawn and used as a portable. Control is given by a positive "on and off" switch mounted at the back of the lamp.

An Entrance Fitting Without Gaskets

Service entrance L's that are weather-proof and do not require a gasket have been developed by the Adapti Company

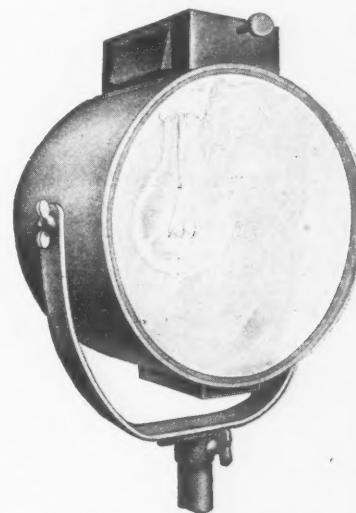


This entrance L keeps the conduit close to the building

of Cleveland, Ohio. Attention is called to the fact that this fitting allows the conduit to lie close against the side of the buildings and not some distance away, as is generally the case. The cover is held in position by a screw and an overlapping flange on the fitting. These fittings are for use with conduit from 1/2 in. to 1 1/4 in. in diameter.

A Projector to Use Type "C" Lamps

A projector for use in protective floodlighting and designed to use a type "C" lamp is being manufactured and mark-



This floodlighting projector is designed to use a type "C" lamp

eted by the Luminous Unit Company of St. Louis, Mo. A simple focusing arrangement is provided by means of which it is possible to adjust the beam of light from a narrow searchlight beam to a wide flood as conditions may require. By means of an external control it is possible to make this adjustment quickly. Two sizes are available, ranging in capacity from 200 to 500 watts. The large size is arranged for mounting on 0.75-in. pipe while the small style is designed for 0.5-in. pipe.

Electric Horn Button for the Steering Wheel

A button for operating an electric horn and designed to be attached to the center of the steering wheel is being made by the Francis-Rand Company,

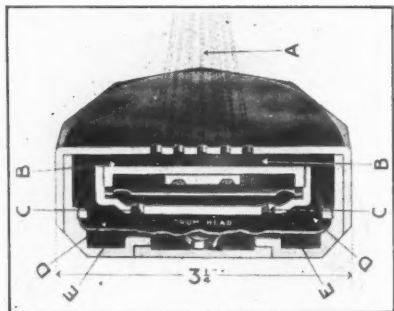


This electric horn button is easily touched in traffic

Cleveland, Ohio. It is claimed that the device can be attached in five minutes, and its convenient location makes for better driving.

Electric Hearing Aid with Internal Diaphragm

With a view toward preventing initial reflection of sound waves, the new electric aid for the deaf made by the Carl Anderson Electric Corporation of 145



A drumhead amplifies the sound in this aid for the deaf

West Thirty-sixth Street, New York City, has a diaphragm located in the interior of the instrument. A convex sounding board or drumhead is located inside the receiver, so that the entering sound waves are reflected with amplified strength against the diaphragm. By variations in the material and the form of the drumhead it is possible to fit the individual ear.

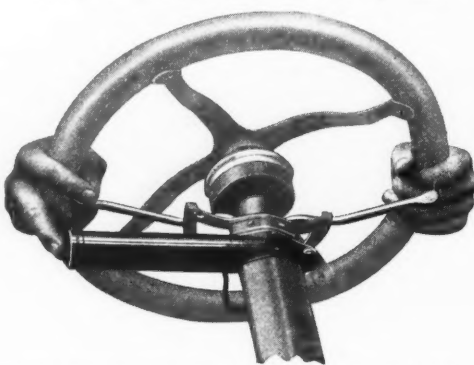
Cast-Steel Wire for Cable Grip

Wire and cable grips made of cast-steel wire of coarse strand are offered to the trade by the Norris Electric Specialties Company, Inc., of New York City. The flaring ends of the device form a funnel-shaped entrance for the cable ends. The wire grip is not limited to use with a single wire or lead-covered cable. It can be used to pull

in a three-wire feeder or a number of wires such as would be required in a signal system. It is claimed by the manufacturer that this grip will not destroy lead-covered cable in the pulling operation. The device is made in single-eye, double-eye and double-eye split-grip styles.

Under-the-Finger Horn Button

It is possible for the operator of a motor car to sound his electric horn without removing either hand from the steering wheel, by use of the new horn push button being made by the Seng Auto Device Company, 1305 Michigan Avenue, Chicago, Ill. The outfit is attached to the steering column by tight-

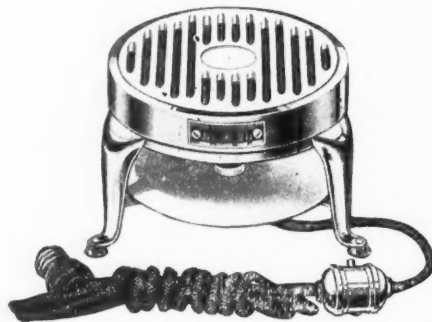


The driver may reach this horn button while keeping both hands on the wheel

ening a single screw, and when in place it brings the button just below the fingers of the right hand.

Electric Stove with Over-Size Element

The Hughes Electric Heating Company, Chicago, has brought out a new heavy-duty table stove. The heating element is rated at 660 watts and is standard on all Hughes hot plates and in Hughes electric ranges. On account of the fact that the heavy resistance wire is mounted in slots in the composition plate, this table stove operates somewhat on the principle of stored heat, it being possible to utilize the burner for some light cooking after the energy has been turned off. The table stove is 5 in. in height, and its burner is 6.5 in. in diameter. It is finished in nickel and has an attachment plug, 7 ft. of flexible cord and a single or three-heat switch.



Electric table stove will cook for some time after current is turned off

Soldering Iron Heated by Contact Resistance

A copper-pointed soldering iron which is heated by contact resistance is being manufactured by the Clemens Electrical Corporation of Buffalo, New York. The

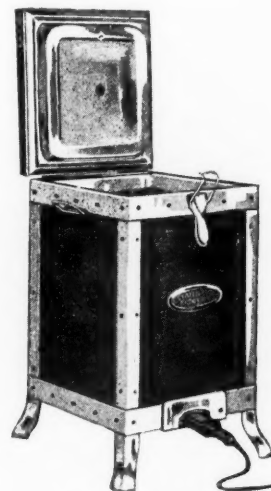


Any special pointed copper tip can be attached to this soldering iron

copper point is brought in contact by releasing a spring catch and it is claimed that once contact is made, the iron is heated ready for use in less than two minutes. The outfit is designed for tinning, running of seams, and soldering of low-fusing metals such as zinc and lead. Two sizes are produced, one consuming 60 watts and the other 150 watts.

Oven with Time Switch That Makes Electric Cooking More Economical than Ever

An electric cooking outfit that combines the principle of the fireless cooker with electrically generated heat is now being built by the Standard Electric

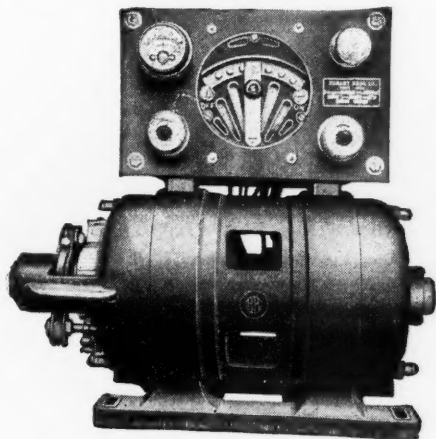


Cooks a dinner with a 40-watt heater

Stove Company of Toledo, Ohio. Food is placed in aluminum containers which in turn are inserted in the range. The time clock is then set for a period of full heat in order to bring the "calorator" or heat distributor to cooking temperature. At the expiration of the time limit, the switch automatically turns off the full rating of 620 watts and closes the circuit through a 40-watt element, which remains in service until disconnected by the operator. It is claimed that the smaller element is sufficient to keep the stove at effective cooking temperature for an indefinite period.

Charging Outfit for Automobile Storage Batteries

A new 0.5-kva. battery-charging appliance especially adapted for automobile work has just been brought out by Hobart Brothers of Troy, Ohio. Low operating expense is claimed for the outfit, as well as the capacity which enables battery charging to be handled on a profitable scale. The armature of the motor generator is mounted on ball bearings, and the compact switchboard which carries but two snap switches and one rheostat is mounted on top of the generator housing, making the complete height of the outfit about 26 in.



Automobile storage batteries are easily charged with motor generator set

The manufacturer states that seven batteries of average size may be charged at one time with this machine, at an approximate cost of 15 cents each.

A Spotlight with Universal Joint

An electric spotlight for automobiles is being made by the Howe Manufacturing Company at 1732 South Michigan Avenue, Chicago, Ill. The bracket on which the lamp is mounted carries a universal joint, both sections of which turn at the same time. Two coiled springs hold the joints in a firm pressure and maintain any desired position of the

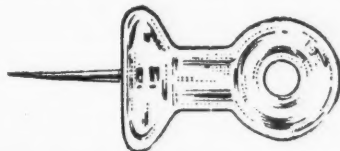


Electric spotlight aids night repair work

projector. Ample compensation is made for wear, it is stated. The spotlight can be fitted to any windshield through the use of special clamps which are provided and by loosening one set screw the lamp may be removed for use as a trouble lamp.

Glass Eyelets for Battery Wiring

Glass push pins provided with an eyelet, for use in making battery connections and for other low-voltage wiring,

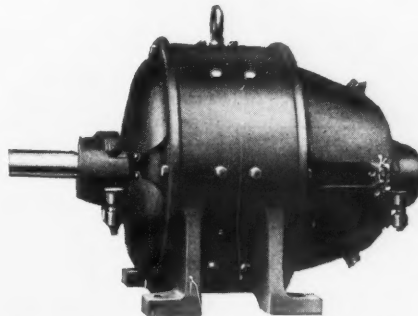


These glass-eyelet pins are convenient for supporting low-voltage wires

are being made by the Moore Push Pin Company, Wayne Junction, Philadelphia, Pa. The pins are easily attached to woodwork or wall, and it is pointed out that they are particularly useful for battery work, where small wires are to be run.

Direct-Current Motor for Heavy Duty

A new direct-current motor designed especially for heavy-duty work is being manufactured by the Reliance Electric & Engineering Company of Cleveland, Ohio. Cast-steel frames are used on the

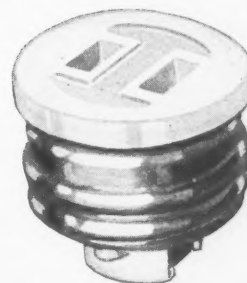


This shows a dustproof type of a heavy-duty direct-current motor

machine, and the specially heavy feet are cast integral with the frame. Four laminated poles are supplied on all frames and secured by large cap screws. Soft open-hearth steel is used on the commutating poles, and the field coils being particularly well insulated, they are adapted to hard service. The bearings are ring oiled, and a deep oil well with a sediment pocket is provided on each bearing. Armature coils are built up of electrical sheet-steel punchings, insulated with core plate varnish. The motor is intended primarily for use in iron and steel mills, railway shops and machine shops, and is designed to meet the hard, continuous demands incidental to work in such shops.

Adapting a Separable Plug to a Screw-Base Receptacle

In order to make it possible to use devices fitted with separable attachment plugs in baseboard receptacles of the screw type, a screw-base adapter has been designed by the Bryant Electric Company, Bridgeport, Conn. The device is made to be fastened into the standard Edison receptacle by means of a threaded portion, and it will serve to permanently convert the old-type receptacle for use with the tongue-type plug. With this addition it will then be possible to use a variety of attachment caps of either reversible or non-reversible polarity type.



This device converts the screw-plug receptacle into a standard attachment plug

The compactness of the plug makes it possible to close the door of the space over the receptacle when mounted, thus preventing the collection of dust in the outlet.

An Electric Warmer for Fudge Sauce

An electric warming device designed for preparing and serving hot fudge sauce at soda fountains and candy stores has been developed by Landers, Frary & Clark of New Britain, Conn.

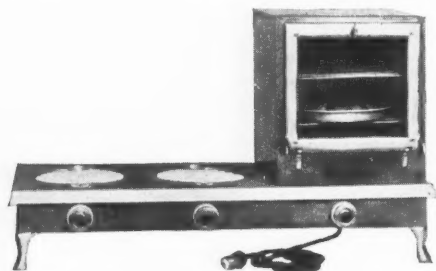
Two heats are provided on the device, one of 420 watts for quick work, and one of 55 watts to maintain a proper serving temperature throughout the day. The appliance is made in 3-pt. and 6-pt. sizes, and is equipped with a patented safety fuse plug for protection against possible injury in case the water pan is allowed to boil dry.



This electric fudge sauce warmer is finished in nickel with ebonized handles

Electric Range with Windowed Oven

The Allmur Manufacturing Company of Marion, Ind., has developed the kitchenette range shown in the accompanying illustration. The oven is 12 in. long by 12 in. wide by 16 in. high, and is equipped with a glass door. The heat-



Cooking can be watched in this electric oven with glass door

ing units are of the patented type made by this company and can be removed easily, being held in place by wing nuts. The elements are wound for a demand of 600 watts each. The range is 33 in. long and 20 in. high.

Heater for Japanning Oven

Electric oven heaters designed for use in enameling, japanning or baking ovens have been developed by the Westinghouse Electric & Manufacturing Company of East Pittsburgh, Pa.

The heating element consists of a ribbon wound on a number of fire clay bushings assembled on two steel tie rods, between two pressed-steel end plates. The ends of the ribbon are secured to drop-forged steel terminals which are clamped to the steel tie rods, which therefore become terminals for the heaters. These rods are insulated from the end frames through which they pass and the ends are threaded for bolting on the connectors.

Hooks are used for hanging the heaters on to the usual supporting steel work, which may be flat, angle or channel iron or pipe work. The hooks are bolted to the flanged end plates of the heaters. Protecting screens may be attached directly to the flanged end plates, without any other means of support.

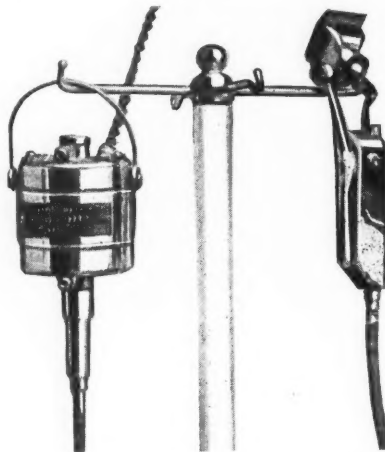
Sign Flasher with Variety of Uses

Electric flashers which, besides being used for electric signs, are employed as automatic controllers for solenoids and as contact makers for alarm apparatus, are being manufactured by the Reynolds Electric Company of 422 South Talman Avenue, Chicago, Ill. The flasher is equipped with a number of patented features, such as adjustable contacts, detachable brushes, and reinforced contact points, besides having a number of interchangeable features which make it convenient to vary the effects produced by the outfit. The larger flasher is a

combination consisting of a high-speed section which is used for a variety of effects, such as waving flags, revolving wheels or globes, flames, water falls, etc. This section turns at a speed of 60 r.p.m. The smaller section of the combination is driven through reduction gears, and has a speed of 6 r.p.m. Switches on this section are used to control reading matter, and also to act as master or control switches for the high-speed section.

Cuts Hair in Five Minutes

An electric hair cutter designed to perform its function in a short time and with small discomfort to customers has been placed on the market by the Moore Electric Corporation of Chicago. A Racine motor, rated at 0.05 hp. and operating on 110-130 volts, alternating or direct current, drives a worm in the cutter by means of a flexible shaft. A crank attached to this gear operates the clipper with a sliding motion. With this



A vibrator may be interchanged with this hair cutter

device hair can be cut easily in five minutes, and records of three-minute hair cuts have been made.

Industrial Truck that Works Both Ways

An electric industrial truck that may be operated from either end has been developed by the Orenstein-Arthur-Koppel Company of Koppel, Pa. Control is afforded by two pedals and the handles. This tractor can be operated in narrow aisles without turning, the operator merely changing his seat. The cells are divided between the two battery boxes carried on the truck platform. The larger box contains three trays of six cells each, and the remaining six cells are housed in the smaller front box. The covers of the boxes serve as seats for the operator. Each tractor will push or pull 20,000 lb. at a maximum speed of 7 miles per hour. Twenty-four-cell, fifteen-plate Ironclad batteries of 220 amp.-hr. capacity are employed.

A. C. Motor of Many Speeds

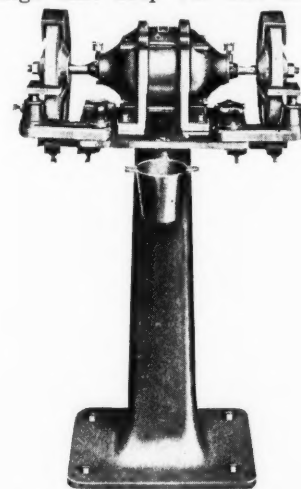
An improved type of multi-speed motor for alternating current is being produced by the Stow Manufacturing Company, Binghamton, N. Y. It is said to have a speed range similar to that of direct-current motors. Speed is varied by turning a hand wheel, thus changing the reluctance of the field magnetic circuit. The motor is furnished in two types—bipolar and four-pole. Both are iron-clad and particularly adapted to steel-mill service and for driving heavy machinery as well as printing presses, pumps, etc. The pole pieces and plungers used to vary the magnetic reluctance are designed so that as the volume of effective magnetism is diminished by the outward movement of the plunger the remaining magnetic flux is forced toward the direction of the pole tips, thus furnishing a magnetic field which, it is said, will insure sparkless commutation.

Renewable Fuse with Telescoping Element

A cartridge fuse with a renewable element that telescopes into the fiber shell is being made by the Arrow Fuse & Manufacturing Company of Milwaukee, Wis. The casing, it is claimed, will last indefinitely and carries bolted contacts. A fire-retarding powder filler is used which, besides eliminating noise from explosion, is designed to prevent blackening of the contacts.

Electric Motor-Driven Grinder

In the accompanying illustration is shown a self-contained motor-driven tool for machine shops that has been brought out by the U. S. Electrical Manufacturing Company of Los Angeles, Cal. The ball bearings are mounted in a special housing with sealing rings that keep out dirt and grit.



Grinding outfit with inclosed motor drive

The motor is totally inclosed. Convenient tool-grinding rests are adjustable in any direction. The flanges are ample and are turned to insure perfect balance, it is claimed.

Exit Sign with Luminous Letters

An exit sign for theaters, factories and office buildings, the letters of which are made with luminous material, is being made by I. P. Frink, Inc., Twenty-fourth



Luminous letters are hermetically sealed on a glass plate.

Street and Tenth Avenue, New York City. The luminous letters "store up" light and remain visible for a considerable time in case the current supplying the electric lamp fails.

Record of Lighting Fixture Patents

Design Patents

The following are ALL the design patents pertaining to lighting materials, issued by the U. S. Patent Office between May 27 and June 27, 1917, inclusive:

50,860, 50,861. Lighting Fixture. Harry C. Adam, St. Louis, Mo. Filed April 12, 1917. Issued June 5, 1917. Term, fourteen years.

50,865. Lighting Fixture. Frederick C. Baker, Portland, Ore. Filed April 30, 1917. Issued June 5, 1917. Term, seven years.

50,867. Wall Bracket for Lighting Fixtures. Robert Y. Barrows, Rutherford, and George Y. Strahan, Newark, N. J. Filed April 25, 1917. Issued June 5, 1917. Term, seven years.

50,868. Glass Bowl for a Lighting Fixture. Frank S. Crowell, Toledo, Ohio, assignor to the Western Gas Fixture Company, Toledo, Ohio. Filed April 30, 1917. Issued June 5, 1917. Term, three and one-half years.

50,869. Lighting Fixture Arm. Frank S. Crowell, Toledo, Ohio, assignor to the Western Gas Fixture Company, Toledo, Ohio. Filed April 30, 1917. Issued June 5, 1917. Term, three and one-half years.

50,872. Body for an Oval Bracket. Charles Ernest Jones, Chicago, Ill. Filed April 23, 1917. Issued June 5, 1917. Term, three and one-half years.

50,874. Lamp Stand. Frederick K. Maerz, Cleveland, Ohio, assignor to the Scott-Ullman Company, Cleveland, Ohio. Filed March 26, 1917. Issued June 5, 1917. Term, three and one-half years.

50,876. Glass Bowl for a Lighting Fixture. Alfred W. Reiser, Toledo, Ohio, assignor to the Western Gas Fixture Company, Toledo, Ohio. Filed April 30, 1917. Issued June 5, 1917. Term, three and one-half years.

50,877, 50,878. Glass Shades for Electric Lights. Alfred W. Reiser, Toledo, Ohio, assignor to the Western Gas Fixture Company, Toledo, Ohio. Filed April 30, 1917. Issued June 5, 1917. Term, three and one-half years.

50,905, 50,906. Lamp Casings. John L. Dawes, Pittsburgh, Pa. Filed April 5 and April 27, 1917. Issued June 12, 1917. Terms, seven years.

50,929. Lamp Stand. Luigi Angiulli, New York, N. Y., assignor of one-half to James Crocco, New York, N. Y. Filed April 24, 1917. Issued June 19, 1917. Term, three and one-half years.

50,947, 50,948. Shade. Nicholas Kopp, Pittsburgh, Pa. Filed April 5, 1917. Issued June 19, 1917. Term, seven years.

50,955. Light Bowl. Charles B. Ott, Woodlawn, W. Va., assignor to Eagle Glass & Manufacturing Company, Wellsburg, W. Va. Filed April 14, 1917. Issued June 19, 1917. Term, seven years.

50,964. Electric Light Fixture. Simon Braunstein, New York, N. Y. Filed May 5, 1917. Issued June 26, 1917. Term, three and one-half years.

Structural Patents

1,228,507. Illuminated Sign. Frederick W. Wilson, Elmhurst, N. Y. Filed Jan. 26, 1916. Issued June 5, 1917.

1,228,635. Lamp Dimmer. Harry Alexander, New York, N. Y. Filed March 9, 1915. Issued June 5, 1917.

1,228,669. Appliance for Light, Heat and Massage Treatment. Edwin F. Hardey, Kansas City, Mo. Filed Jan. 22, 1917. Issued June 5, 1917.

1,228,762. Electric Light Fixture. Charles F. Dolle, Cincinnati, Ohio. Filed Sept. 14, 1912. Issued June 5, 1917.

1,228,969. Device for Suspending Light Transmitting Bowls. James T. Robb, Bay Shore, N. Y. Filed Feb. 17, 1917. Issued June 5, 1917.

1,229,056. Electric Lamp Receptacle. Melchor Hortal Freixas, Brooklyn, N. Y. Filed Sept. 30, 1916. Issued June 5, 1917.

1,229,458. Lighting Mechanism for Machine Tables. Charles A. Hinsdill, Troy, N. Y. Filed Jan. 15, 1917. Issued June 12, 1917.

1,229,460. Indicating Electric Connector. Charles Horn, Millbourne, Pa., assignor to Harvey Hubbell, Inc., Bridgeport, Conn. Filed May 18, 1914. Issued June 12, 1917.

1,229,784. Shade for Electric Incandescent Lamps. Frederick R. Pope, Willesden, London, England, assignor to Duhrsen & Pfaltz, Inc. Filed March 4, 1915. Issued June 12, 1917.

1,230,046. Lighting Fixture. Esmond M. Smith, Chicago, Ill. Filed Feb. 11, 1916. Issued June 12, 1917.

1,230,414. Take-Up Device for Lamp Cords. Jacob A. Knapp, Tremont, Ill. Filed Jan. 8, 1917. Issued June 19, 1917.

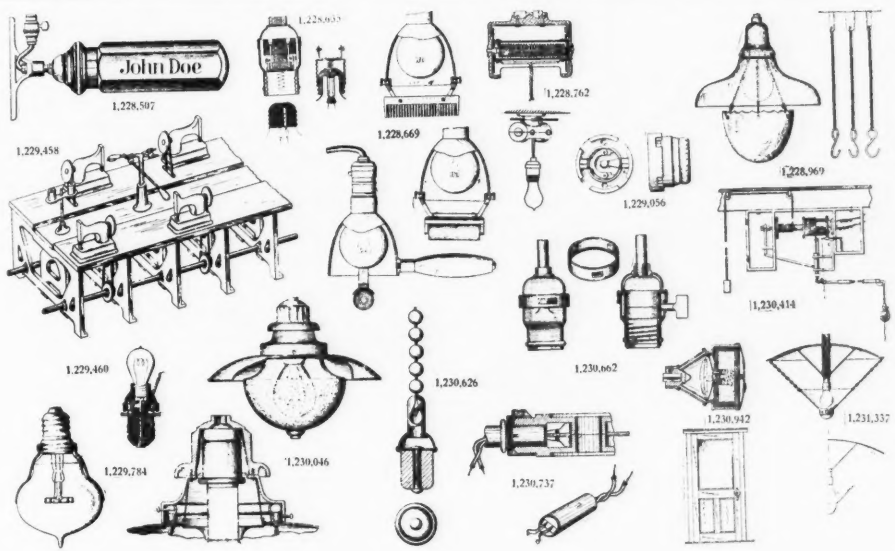
1,230,626. Luminous Pendant. George B. Thomas, Bridgeport, Conn., assignor to the Bryant Electric Company, Bridgeport, Conn. Filed March 28, 1917. Issued June 19, 1917.

1,230,662. Electric Light Socket. Albert H. Bucklew, New York, N. Y., assignor of one-fourth to V. C. Gilpin and one-fourth to J. E. McAuliffe, Brooklyn, N. Y. Filed March 2, 1917. Issued June 19, 1917.

1,230,737. Lighting Fixture. Wilfrid Lumley, Conneaut, Ohio, assignor to General Electric Company. Filed May 5, 1913. Issued June 19, 1917.

1,230,942. Illuminating Device. August Sundh, Hastings-on-Hudson, N. Y. Filed Feb. 1, 1915. Issued June 26, 1917.

1,231,337. Lighting Fixture. James Arthur Dempsey, New York, N. Y. Filed Oct. 14, 1915. Issued June 26, 1917.



Copies of illustrations and specifications of any of these patents may be obtained from the Commissioner of Patents, Washington, D. C., for five cents each.

GOSSIP OF THE TRADE



*Glimpses of Electrical Men as
Caught by Lens and Pencil*



Illuminating Engineering Society to Hold "Correspondence Convention"

In place of its usual annual meeting this year, the Illuminating Engineering Society will hold a "correspondence convention." The sixteen papers already assigned will be divided into four groups, one of which will be released for presentation and discussion during each of the four fall months—September to December, inclusive. Early in each month copies of papers will be sent out on request by the I. E. S. headquarters, 29 West Thirty-ninth Street, New York City, for discussion by members interested. During these months the papers will also be available for presentation before local branches of the society. Later all the ensuing discussion on each paper will be gathered together and published in the society's Transactions.

Among the subjects scheduled are papers on "The Lighting of Textile Mills" by G. Wrigley; "Illumination Intensities in Large Department Stores" by W. F. Little and J. F. Dick; "Illuminating Engineering Advertising" by G. H. Stickney; "Importance of Illuminating Engineering to Central Stations," T. F. Kelly; and the report of committee on progress by Dr. F. E. Cady.

N. E. C. A. to Hold Annual Meeting as Planned

At a meeting of the executive committee of the National Electrical Contractors' Association at Chicago on June 19 and 20 it was decided to hold the annual convention at New Orleans Oct. 10 to 13, according to the original plan. Active support was pledged to the movement for keeping business going and to the preparation of all electrical systems for the added demands that war conditions will make upon them.

By invitation there were present W. L. Goodwin, New York; J. M. Wakeman, general manager Society for Electrical Development; E. McCleary, Detroit; Louis Kalischer, New York;

Ernest Freeman, Freeman-Sweet Company, Chicago, former president of the association, and Mr. Hilton, treasurer of the organization, Syracuse.

W. P. Pringle Elected New President of Credit Men at Boston Meeting

The eighteenth annual meeting of the National Electrical Credit Association was held at Boston on June 28 and 29, with nearly 100 members in attendance. Guy V. Williams, New York City, opened the program with a paper on "The Scope of the Electrical Credit Association," and at luncheon Norman I. Adams of the Shawmut National Bank spoke on "Credit Problems." David Kerr, Lewis Electrical Supply Company, Boston, discussed the subject "What and Why Is a Cash Discount," and D. E. Crane, Macbeth-Evans Glass Company, Pittsburgh, Pa., read a paper recommending that interest be charged customers on overdue accounts.

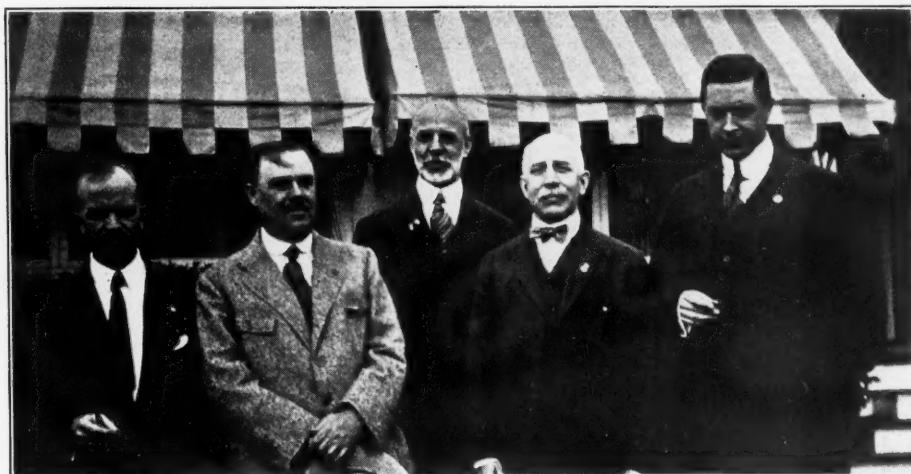
J. D. Meek, Indianapolis Electric Supply Company, recommended the use of trade acceptances in a paper recounting his own firm's experiences. R. P. Tracy, Boston, discussed "The Moral Risk," bringing out the point that many business failures are due to the contractor's lack of knowledge of his "overhead" and to the tendency to overstock on slow-moving lines, such as fixtures.

W. P. Pringle, Philadelphia, was elected president for the coming year, and Benjamin George, Chicago, was elected vice-president. Frederic P. Vose, Chicago, was re-elected as secretary and general counsel.

William Campbell, one of our Johannesburg (South Africa) subscribers, writes that possibilities for all classes of electrical goods and specialties in South Africa will be very large in the immediate future. Mr. Campbell, who has the local agency for several American products, says that he will be glad to hear from American electrical manufacturers who have made no arrangements for working South African markets, or who wish other representation in that field. Mr. Campbell has an established distributing organization, which does an extensive business with dealers throughout the South African states.



The National Electric Credit Association in convention assembled at the Tedesco Country Club, North Shore, Boston, June 29, nervously waiting for Photographer Daniel Crane to get through taking their picture so they can adjourn to the serious business of the day on the golf links opposite. Handsome Franz Neilson, whose bronzed countenance and pretty white flannels cause many a feminine flutter on the country-club piazzas around New York City, can be seen about to initiate his dash for the course with a standing broad jump over the heads of the front row.



The wit and wisdom of the credit men's forces—lined up for inspection while the rest of the bunch went off to get into their golf duds. Sinister-looking individual at left of picture—Frederic P. Vose, general "slavey," secretary and counsel, also guide, philosopher and friend; next, Robert Edwards, president N. E. C. A.; center, W. P. Pringle, Philadelphia, president-elect; next, Benjamin P. George, Chicago, vice-president-elect; right of picture, George J. Murphy, chief entertainer, and as Fred Vose carelessly puts it, "Pooh-bah, chef, etc., of Beantown, Codfish County, Backbaychusetts"

The Lincoln Electric Company of Cleveland, Ohio, manufacturer of polyphase motors, arc welding machines and battery charging plants, announces the opening of an office at 10 High Street, Boston, Mass. W. A. Blachford will direct the new branch.

The Thordarson Electric Manufacturing Company, 501-515 South Jefferson Street, Chicago, has issued a new bulletin known as "No. 70-A" which covers several types of transformers, spark coils, battery switches and alternating-current regulators.

H. D. Shute, whose election as vice-president of the Westinghouse Electric Company was recently announced, will have executive charge of the company's commercial organization, both domestic and export, succeeding Vice-President L. A. Osborne, whose headquarters have been transferred to New York.

S. L. Nicholson, who has been sales manager of the Westinghouse Electric Company since 1909, has been promoted to the position of assistant to vice-president, with headquarters at East Pittsburgh. Mr. Nicholson became sales representative of the Westinghouse Electric & Manufacturing Company in New York City in 1898, subsequently having charge of the city and industrial divisions of the New York office. On the reorganization of the sales department in 1904 he was made manager of the industrial department, which position he filled until his selection as sales manager of the company in 1909. Mr. Nicholson is a

tireless and indefatigable executive, and his hosts of friends all over the country will rejoice to learn of the increased field of activities awarded him in his new position.

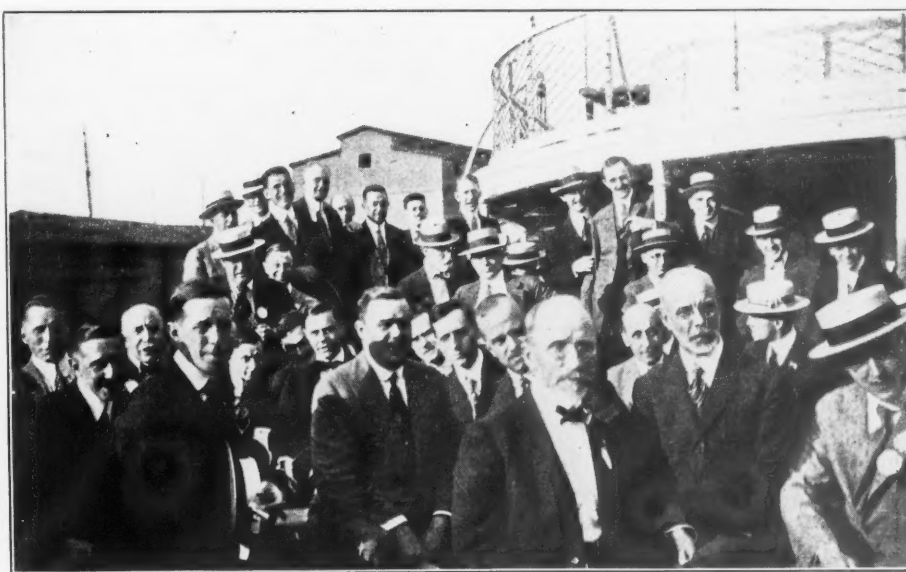
The Automatic Electric Washer Company of Newton, Iowa, has just completed a new factory which, designed especially for the production of washing machines, includes a number of novel efficiency features. "The plant was built from the inside out," explains H. L. Ogg, the president of the company. "By that we mean the equipment was plotted and laid out to the inch and then the building was put around it. We are using a gravity

carrier system for transporting the machines from one department to another as work on them progresses. An automatic elevator delivers the machine from one floor to another, and from the time the washer tub leaves the tub department until it reaches the painter's hands it does not touch the floor. This is an adaptation partly from the automobile business and partly from the munition business."

The Coyne National Trade School of Chicago wants to get catalogs and samples from manufacturers and jobbers of everything electrical. The school graduates several hundred men each year, and many former students are now in business for themselves.

Fred W. L. Fullerton will incorporate his firm under the name F. W. L. Fullerton, Inc., and will open at 17 East Forty-second Street, New York City, a distributing business for lamps, fans and power motors, electric lighting fixtures, vacuum cleaners and other power-consuming devices.

Dwight D. Miller has joined the staff of the Society for Electrical Development to study and develop uses for electricity in the various industries. For more than ten years he was employed by the Westinghouse Electric & Manufacturing Company in the capacity of sales engineer, and has been engaged in sales and consulting engineering work for two other large electrical firms.



Credit men smile, you see, when they're off the job, and sometimes they "have to laugh," also, when they're on it. Here we see fifty or so of these ledger-wise gentlemen who "have the goods" on all the rest of us poor devils—just as they are setting sail through the mine-fields of Boston Harbor to attack a 42-centimeer short-dinner down Nantasket way. Clams and chowder and broiled lobster—m-m-mercy, did you know we were going to have fried chicken and ice-cream, too?



Thomas G. Grier & Company had just found a cozy place in the morning sun, when Merchandising's camera squad came around the corner. Besides being a pioneer jobber and manufacturer's agent, "Tommy" has also been known around Chicago as a traveler, lecturer and author ever since he wrote a successful book on "The Panama Gateway" a few years ago.

N. P. Quinan, new-business manager of the Danbury (Conn.) & Bethel Gas & Electric Light Company, has been appointed a member of the local committee on food supply, a branch of the State council of defense.

Clare N. Stannard, secretary of the Denver Gas & Electric Light Company, and **E. R. Kelsey**, publicity manager of the Toledo Railways & Light Company, were among the Doherty representatives at the recent national convention of Rotarians held at Atlanta.

The Shepherd-Rust Company of Wilkes-Barre, Pa., announces its incorporation with a capital stock of \$75,000. The firm's field of activity is general electrical construction work, including the manufacture of lighting fixtures. The principal incorporators are **George E. Shepherd** and **Harold N. Rust**, both of Wilkes-Barre. The new firm supplants the organization of Shepherd & Rust, which has been conducting a general electrical construction and jobbing house for nearly twenty-one years.

Walter Cary, who for the last six years has been vice-president and for fourteen years general manager of the Westinghouse Lamp Company, has been elected a vice-president of the Westinghouse Electric & Manufacturing Company. Mr. Cary will continue as vice-president to the Westinghouse Lamp Company, and will devote a large part of his time to the incandescent lamp business. **T. G. Whaling** will succeed Mr. Cary

as general manager of the lamp company.

The Robbins & Meyers Company, Springfield, Ohio, recently gave their employees the choice of holding the annual picnic this year or having the company donate the funds for that event to the Red Cross. In the vote which was taken the count showed 10 to 1 in favor of aiding the Red Cross.

The Hot-Point Electric Heating Company of Ontario, Cal., has just issued a thirty-two-page catalog illustrating and describing its various types of electric table ware.



The Savage stroke here pictured probably knocked the poor little golf ball 7500 ft. over the second mountain. The Wetmore-Savage Company, Boston, is said to make a specialty of quick deliveries, and we believe it after having seen the firm's senior partner thus whizz-off from the eighth tee on the Hot Springs course.

The Link Belt Company of Philadelphia is distributing a new book which is entitled "The Ideal Drive for Textile Machinery," which contains many illustrations of the company's products in actual use.

The Greenfield Tap & Die Corporation of Greenfield, Mass., has issued a booklet on its "Acorn" dies, showing the latter's capabilities with a variety of illustrations.

Hjalmar Hertz has been appointed representative of the Associated Manufacturers of Electrical Supplies in the Chamber of Commerce of the United States.

The International Money Machine Company of Terre Haute, Ind., has

issued a booklet covering its payroll machine, adding and listing machines.

The National X-Ray Reflector Company of Chicago, Ill., is distributing two new booklets on lighting. In "The Influence of Lighting on Church Attendance" it is pointed out that eye-comfort plays a strong part in keeping the church well filled. Several illustrations of church lighting are included, all being made from untouched night photographs. The other booklet is entitled "Standard Window Reflectors" and shows standard types of display window reflectors with photographs of windows using each form.

H. W. Eves, who has recently become Chicago manager of the Arnold Electric Company of Racine, Wis., will in his new quarters at 923 Marquette Building, Chicago, also represent the Electric Controller Company of Indianapolis and the Sterling Corporation of Cleveland.

The Monitor Controller Company of Baltimore, Md., manufacturer of automatic starters and controllers for all kinds of motor-driven machinery, announces the opening of a new office in Buffalo, at 718 Ellicott Square, under direction of **Wm. G. Merowit**.



It's lots quicker than oils or water colors and not a little more accurate. All you have to do is to throw one foot over the tripod, peek into a little square hole, and push the button. When the W. A. Wolffs are not vacation-photoing, fifty per cent of them are supplying valuable talent to the advertising department of the Western Electric Company.



Here, reading from top to bottom, are H. S. Sands, manager of the Denver industrial division of the Westinghouse Electric & Manufacturing Company; W. H. Patterson, director of the resale department of the same company at Pittsburgh; and Lookout Mountain of Colorado, U. S. A. You wouldn't imagine that the interesting document under discussion was a treatise on the "Application of Motor Drive to Dollar Watches," would you? You're right. It wasn't.

Charles B. Montaguff of 2135 Broadway, New York, has been elected corresponding secretary of the Independent Electrical Contractors' Association of Greater New York.

H. W. Eves, who for the last two years has been assistant manager of the Chicago office of the Hamilton-Beach Manufacturing Company and secretary of the Consolidated Manufacturers Company, has resigned to become Chicago manager of the Arnold Electric Company of Racine, Wis. In his new quarters at 923 Marquette Building, Mr. Eves will also represent the Electric Controller Company of Indianapolis and the Sterling Corporation of Cleveland.

J. S. Newman has moved his retail store to 1874 East Sixth Street, Cleveland, Ohio, where it will occupy about two and one-half times the space of the former quarters on Bond Street opposite the Hollenden Hotel. The new store will be operated by the Newman-Stern Company, which also conducts the Electro-Set Company.

The Spangenberg Construction Company, 619 Poydras Street, New Orleans, announces that it has discontinued active business for the period of the war, due to the fact that its president, R. F. Spangenberg, has accepted a commission as lieutenant in the United States Navy.

W. E. Quillen, new business manager of the Lorain office of the Lorain County Electric Company, operated by H. L. Doherty & Co., writes that owing to the great foreign population of that city, it has been necessary for him to appoint representatives who speak foreign languages. There are at present five new-business men, one of whom speaks Hungarian and is available at all times, while another speaks Polish, Slavish, German and several dialects. The salesman needs a liberal education in Lorain.

T. C. Hawkins has joined the sales department of the Jefferson Electric Manufacturing Company, and will make his headquarters in the Chicago office of the firm.



Of course it's Tom Bibber of the Brascolite Company. Who else could stand alongside of eleven and a half miles of ocean and render it insignificant by comparison? And the echo answers, "Who?"

J. J. Flynn has become associated with the department of publicity of the Society for Electrical Development, New York City. He was formerly connected with the typographical department of Condé Nast and important agencies.

The Wetmore-Savage Company, 76 Pearl Street, Boston, Mass., has begun the publication of a monthly service bulletin dealing with the promotion of sales and the conduct of campaigns for central stations and dealers. This bulletin will appear each month, exploiting the various labor-saving devices for which the company is New England distributor.

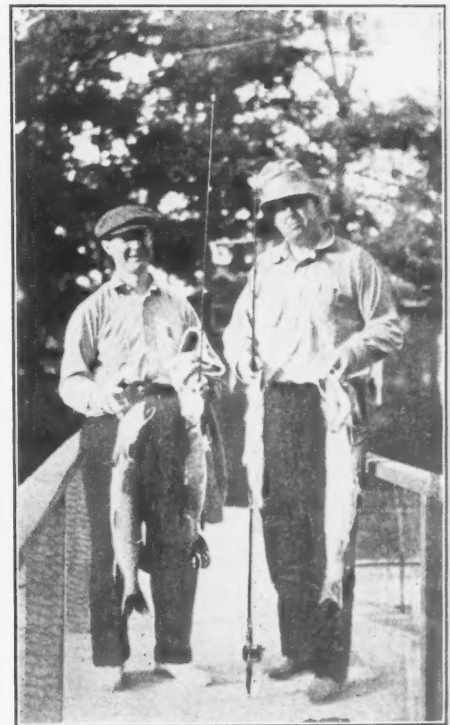
Howard M. Bates, who for many years was connected with the commercial department of the Houston (Tex.) Lighting & Power Company, has been appointed commercial manager of the Public Service Corporation of Oklahoma at Tulsa, Okla.

C. L. Van Diesen, formerly new-business assistant to the agent of the Public Service Electric Company of Newark, N. J., has been transferred to the Orange district where he will hold a similar position. Van's smiling face, which indicates the likeable disposition beneath, has won many friends for him in Newark and vicinity. The great number of prospects in the Orange territory will give Van another opportunity to instill his enthusiasm into salesmen and add kilowatts to the company's Orange load.

S. V. Allmount has resigned as manager of the electrical department of the New Orleans branch of the Johns-Manville Company to accept a position with the Interstate Electric Company at New Orleans.

W. H. Roth has opened an electrical store at Terre Haute, Ind.

B. J. Grigsby has become associated with the Anderson Electric Specialty Company at 562-564 West Van Buren Street, Chicago, in the capacity of vice-president and general manager. Mr. Grigsby was managing director of the Benjamin Electric, Ltd., of London, England, from the date of its incorporation in 1908 until he resigned recently in order to return to the United States.



Ever seen those four yawning cavities marring the mirrored surface of Snowshoe Bay? Zenas Carter, former secretary of the New England Society for Electrical Development, Boston, and George Stickney, president-elect of the Illuminating Engineering Society, made 'em when they pulled out these embryo shore dinners.

A Little Romance of America, the Land of Opportunity

A True Story of Imperial Oppression and American Success Which Will Convince You, if That Is Needed, That Our Kind of a Democracy Is Worth Living Under and Fighting For

Two Cossacks smelling strongly of vodka swaggered into a hidden cave in the outskirts of a Russian town of 15,000 people. With stinging blows from leathern whips they drove from the cave a dozen boys, all less than twelve years old, and sent them fleeing wildly to their homes. The boys in that cave were being taught how to write their names and how to be polite to each other. It was an offense against the monarchical government.

That was seventeen years ago.

To-day, as everyone knows, the absolutism which those Cossacks represented is a thing of the past in Russia; and soon, we hope, will be gone from its last remaining imperial strongholds.

But one of the Russian lads who fled the knouts of the Czar's Cossacks that day is now an American man. He lives in Chicago, where he is doing more than any other garage owner in these United States to popularize the electric vehicle. He is one of the few courageous, far-visioned men who never saw any but the brightest future for the "electric." Moreover, his enthusiasm for the electric vehicle is contagious. His name is Harry Salvat.

Smarting from the Cossack's lashes that day in Russia, twelve-year-old Harry managed by much toil and saving, to get together roubles to the value of \$12 in United States money. It was the largest sum he had ever seen at one time. With this fortune sewed up in an inner pocket, he started with a smaller sister to America. In Hamburg, Germany, someone cut the pocket from the coat and stole pocket, money and all.

Initiative again saved the day; the penniless boy smuggled himself and his sister aboard the boat for America! There they hid until she put to sea. Then they came from their hiding place and offered to work in the cook's galley to pay for their passage.

And to-day, the boy who peeled potatoes seventeen years ago to get

here, is the owner of four of Chicago's finest electric garages. He is also the most active volcano of contagious electric vehicle enthusiasm in Chicago. When the local section of the E. V. A. needs "pepping up" they get Harry to do it.

The story of Salvat's life is filled with lots of dramatic incidents—too many in fact, to tell about in detail here. It has had its share of critical moments, each won by some audacious display of resource.

But above all its undeniable human interest, the romance of Salvat's success signifies—as do the life histories



"And to-day the boy who, seventeen years ago, peeled potatoes to get here, is the owner of four of Chicago's finest electric garages. He is also the most active volcano of contagious electric vehicle enthusiasm in Chicago. When the local section of the E. V. A. needs 'pepping up,' they get Harry Salvat to do it." The picture shows Carl Fliedner, secretary of the local electric vehicle section holding the door for Harry to enter one of his new electrics

of so many other foreign-born citizens of this republic—what blessings of opportunity and freedom America stands for, and how well worth while is any struggle needed to make the democracy—which we native sons take too much for granted—safe in the world for all time to come!

An American Lighting Fixture in the Chinese White House

Some enterprising representative of a Chinese-American trading company succeeded in hanging a Brascolite unit in the formal reception room of President Li Yuan Hung of China. This commodious reception room was formerly the gorgeous throne room of the empress dowager, and is still bedecked in all the oriental splendor one would expect of such a place.

But the American fixture unit now occupies the center of the room. China's leading politicians and busi-

ness men see it there. Later they learn that they can buy for themselves a similar lamp from the trading company, and the result has been that the manufacturers, the Luminous Unit Company of St. Louis, Mo., has just received advice from its bank that \$5,000, which is approximately 25 per cent of an order to be shipped to Shanghai, China, has been advanced to it. The total order comprises 3000 Brascolites, and the trading company states that a large part of these are required on contracts already closed. All of which tends to prove the soundness of the advice of the U. S. Bureau of Foreign and Domestic Commerce, to get business in China "hook up" with a live Chinese-American trading company.

The Cat Came Back—and the Wiremen, Too

While a Northampton (Mass.) electrical contractor's men were wiring a local residence, a couple of weeks ago, Tom, the gentlemanly house-cat of the premises, decided that with the floors opened up, an excellent opportunity was afforded to go mouse-hunting inside the walls. But while the chase between the rafters was still on, the wiremen finished their work, put back the flooring, and departed.

"Poor Tommy spent that night and the two nights following, in great distress," says the local narrator. "His loud mewing under the floors drew much language from beneath the bedclothes in the immediate neighborhood. Every possible method was employed to get him out. Finally, after three nights of the most piteous and exasperating noises, the wiremen were called back on the job. After numerous holes had been cut, here and there, Tom was finally grabbed as he approached one of the openings, very much the worse for his three days of fasting, and sadly bedraggled by his dusty wanderings, for it seems that the mouse season was poor."

Nobody ever added up
The value of a smile;
We know how much a dollar's worth,
And how much is a mile;
We know the distance to the sun,
The size and weight of earth;
But no one here can tell us just
How much a smile is worth.
—Reading Transit & Light "Pretze"

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